

**Servant Leadership, Self-Efficacy, Benevolence Values and Employee
Performance in Banking Industry of Pakistan: A multi-Mediation Model**



Tasmeer Mujeeb

MS-HRM 2018

NUST Business School

National University of Science & Technology

Islamabad, Pakistan

2022

**Servant Leadership, Self-Efficacy, Benevolence Values and Employee
Performance in Banking Industry of Pakistan: A multi-Mediation Model**



Tasmeer Mujeeb

MS-HRM 2018

A thesis submitted to NUST Business School for the degree of Master of
Science in Human Resource Management.

2022



Tasmeer Mujeeb

MS-HRM 2018

Supervisor



Dr. Noor Ullah Khan

A thesis submitted to NUST Business School for the degree of Master of
Science in Human Resource Management.

2022

Thesis Acceptance Certificate

It is certified that final copy of MSHRM thesis written by Ms Tasmeeer Mujeeb Registration No. 274904 of MS HRM 2K18 has been vetted by undersigned. It is found complete in all aspects as per NUST Statutes/Regulations/MS Policy, is free of plagiarism and errors and is accepted as fulfilment for award of MS degree. It is further certified that necessary amendments as pointed out by GEC members and foreign/local evaluators of the scholar have also been incorporated in the said thesis.

Signature of Supervisor with stamp:  
Date: 28 June 2022

Programme Head Signature with stamp: _____
Date: _____

Signature of HoD with stamp: _____
Date: _____

Countersign by

Signature (Dean/Principal): _____

Date: _____

Declaration

I hereby state that no portion of work presented in this thesis is submitted for supporting the application of any other degree or qualification in this University or any other institution.

Name: Tasmeer Mujeeb.

Signature _____

Date: 25th April 2022

This dissertation, written by Tasmeeer Mujeeb Registration Number 274904 under the supervision of Dr. Noor Ullah Khan, and the direction of Graduate Evaluation Committee and recognised by its members, is submitted to and accepted by the Graduate Faculty in accomplishment of the requirements for the degree of

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

GEC Committee:

Dr. Noor Ullah Khan, Supervisor

Dr. Asfia Obaid, GEC member

Dr. Adeel Tariq, GEC member

Acknowledgment

First of all, I would like to thank Allah Almighty and all those who in capacity have helped in completing my thesis over the period. I also want to express my immense gratitude towards my supervisor, Dr. Noor Ullah Khan, who helped me in every way possible to complete my thesis. He provided valuable suggestions in my whole academic session during the master's degree program. Without his patience, instructions, insightful criticism, and expert guidance, I might not have been able to complete my thesis. I also like to thank GEC members Dr Asfia Obaid and Dr Adeel Tariq and all the faculty of NUST Business School for their unlimited support and suggestion. I also dedicate this to my parents, Mr. & Mrs. Mujeeb, for their endless support. In the end, I would also like to express my thankfulness towards my friends and siblings who have helped in completing my thesis.

Abstract

According to a recent study, one of the most essential antecedents for predicting employee performance is servant leadership in an organization. The research study aimed to study the relationship between servant leadership, self-efficacy, benevolence values, and employee performance in the banking sector of Pakistan. The quantitative approach uses to investigate the relationships between self-efficacy, benevolence values, and employee performance using data collected from a sample of 400 employees in the private banking sector of Pakistan. Smart PLS 3.3.3 software was used to apply the structural equation modeling (SEM) method. The findings reveal that servant leadership positively affects employee performance. Further, the study also shows self-efficacy and benevolence have a significant mediating effect between servant leadership and employee performance. This study is one of the few empirically examines servant leadership in the banking domain. The study also contributes to the extant literature on servant leadership by empirically examining the mediation effect of values and beliefs between servant leadership and performance. To the best of my knowledge, this study may be the first of its kind, providing evidence of matters impacting the performance in banking using data from the Pakistan context.

Contents

1	Introduction	14
1.1	Background of Study.....	14
1.2	Problem Statement.....	15
1.3	Aim of Study.....	16
1.4	Research Question.....	16
1.5	Research Objectives.....	16
1.6	Research Gap	17
1.7	Significance of Research	18
1.8	Scope of the Research	18
1.9	Operational Definitions	18
1.9.1	Employee Performance	18
1.9.2	Servant Leadership	19
1.9.3	Benevolence Values.....	19
1.9.4	Self-Efficacy.....	19
1.10	Organization of Thesis	19
2	Literature Review.....	21
2.1	Conceptualizing Employee Performance.....	21
2.1.1	Task Performance	22
2.1.2	Contextual Performance.....	23
2.1.3	Adaptive Performance	23
2.2	Conceptualizing Servant Leadership.....	24
2.3	Conceptualizing Self-Efficacy	27
2.4	Conceptualizing Benevolence Value.....	28
2.5	Servant Leadership and Employee Performance.....	31
2.5.1	Servant Leadership and Task Performance	31
2.5.2	Servant Leadership and Adaptive Performance	32
2.5.3	Servant Leadership and Contextual Performance	32
2.6	Servant Leadership and Self-Efficacy.....	32
2.7	Self-Efficacy and Employee Performance (Task Performance, Adaptive Performance, and Contextual Performance).....	33
2.8	Servant Leadership and Benevolence Values	35
2.9	Benevolence Values and Employee Performance	36
2.10	Mediating Role of Self-Efficacy between Servant Leadership and Employee Performance (Task Performance, Adaptive Performance, and Contextual Performance).	37

2.11	Mediation role of Benevolence values relationship between Servant Leadership and Employee Performance	38
2.12	Underpinning Theory.....	39
2.13	Summary of the Chapter	40
Chapter 3		42
3	Methodology	42
3.1	Research Philosophy and Design	42
3.2	Research Methodology and Strategy	44
3.3	Participants and Procedures.....	45
3.4	Sample Technique.....	46
3.5	Data Collection.....	48
3.6	Measures	48
3.6.1	Employee Performance	49
3.6.2	Servant Leadership	49
3.6.3	Benevolence Values.....	49
3.6.4	Self-Efficacy.....	50
3.7	Control Variable	50
3.8	Ethical Considerations	50
3.9	Polit Study.....	50
3.10	Analytical Procedures	50
3.10.1	Data Screening.....	51
3.10.2	Reliability Analysis	51
3.10.3	Correlation Analysis	52
3.10.4	Multicollinearity Analysis.....	52
3.10.5	Variation in Common Methods (CMV):	52
3.11	Reliability of the Items.....	53
4	Result Analyses	54
4.1	Model Analysis.....	54
4.2	Evaluation of Measurement/Outer Model (PLS algorithm)	55
4.3	Demographics	55
4.4	A PLS-based Structural Equation Modeling (SEM) Approach.	55
4.4.1	A Measurement Models	56
4.4.2	Convergent Validity (CV).....	57
4.4.3	Discriminant Validity (DV).....	58
4.4.4	The Heterotrait-Monotrait Ratio (HTMT).	60

4.4.5	Assessing Collinearity. (VIF)	61
4.4.6	The Way Coefficient (β) and t-Values.	61
4.4.7	Hypothesis-Testing (Direct Effects).....	62
4.4.8	A Hypothesis Testing (Indirect Effects/Mediation).....	63
4.4.9	The Explanatory Power of the Model (R2)	64
4.4.10	The PLS-SEM Importance-Performance Matrix Analysis (IPMA).....	65
4.4.11	The Goodness of a Fit	66
5	Discussion	67
5.1	Discussion	67
5.2	Limitations and Future Recommendation	71
5.3	Implication of the Study.....	72
5.4	Contribution of Study	73
6	Conclusion.....	73
	Reference.....	75
	Appendix.....	87
	Appendix 1	87
	Appendix 2	88
	Appendix 4	91
	Appendix 5	91
	Appendix 6	92
	Appendix 7	92
	Appendix 8	93
	Appendix 9	93
	Appendix 10	94
	Appendix 11	94
	Appendix 12	95
	Appendix 13	95
	Appendix 14	96

List of Table

Table 1	Definition of Benevolence values	29
Table 2	Convergent Validity Assessment.....	58
Table 3	Fornell-Larcker	59
Table 4	factor loading	59
Table 5	Heterotrait-Monotrait Ratio HTMT.....	60
Table 6	Assessing Collinearity VIF	61

Table 7 Direct Effect	63
Table 8 Indirect Effect	63
Table 9 Variance Account VAF	63
Table 10 Explanatory Power R	64
Table 11 Importance-performance matrix analysis (IPMA)	65
Table 12 Goodness of a fit	66

List of Figures

Figure 1 Personal Values	29
Figure 2 Research framework	40
Figure 3 Research Model with Full Indication	53
Figure 4 Adjusted Measurement model	56
Figure 5 Structural Model with Path coefficient and P values	62
Figure 6 Structural Model with Path coefficient and T values	62
Figure 7 importance-performance matrix analysis (IPMA)	65

List of Acronyms

Servant leadership	SL
Benevolence values	BV
Self-efficacy	SE
Employee performance	EP
Task performance	TP
Contextual performance	CP
Adaptative performance	AP

Chapter 1

1 Introduction

1.1 Background of Study

The search for a "better way of leading" has continued throughout the years. (Maxwell, 2007)"Everything is determined by leadership". Recent research indicates the growth of non-leader-centric styles. One of them is the servant leadership style. Servant leadership is serving others. A strong emphasis on the physical characterizes this style. Team members' emotional and developmental requirements. This style becomes a vehicle for emotional expression. Mending and long-term relationship building through applying traits such as Healer, Steward, Foresight, Conceptualization, and Commitment to the Growth of others, Persuasion, Empathy, Consciousness, Listening, and Community Building. Meta-studies indicate that Servant leadership has a more significant impact on different supporter and group outcomes than other leadership styles, for example, authentic, ethical, and transformational leadership (Banks, Gooty, Ross, Williams, & Harrington, 2018). Despite these promising results, a common criticism of servant leadership is the lack of limited conditions that explain how servant leadership affects subordinate behavior. (Eva, Sendjaya, Prajogo, Cavanagh, & Robin, 2018). Since administration doesn't work in a vacuum, however, it is compelled by the climate where it works (Dinh et al., 2014), there is a need to examine the ideal configurations of organization for servant leadership to work.

Employee performance is defined as the value of a set of employee behaviors that contribute to the organization's goal (Ribeiro, Gomes, & Kurian, 2018). Walumbwa and Hartnell (2011) Set the expectation that the term "performance" would be used to describe the ability to be driven, blend, spearhead, and serve as a factor for achieving corporate goals. Leadership is a mechanism for invigorating employee performance and pushing change in both private and public sector, among other things (Ozsahin & Sudak, 2015). These backings that leadership in an open area is a key to performance (Van Wart, 2013). Yukl and Mahsud (2010) hypothesize that leadership makes employees accomplish hierarchical objectives. According to the literature, this is because organizational failures have been partially attributed to leadership styles (Donkor, Appienti, & Achiaah, 2021). They further contend that leadership is one variable that decides a fruitful organization.

Since employee performance is fundamental for organizational results, numerous researchers have recognized different factors affecting it (Hassan & Hatmaker, 2015). Leadership has been viewed as a critical factor of employee performance (Moynihan, Pandey, and Wright (2012); As a result, if employee success is theoretically dependent on leadership, the question arises as to whether which kind of leader is more vital in terms of staff performance. Recently, researchers have hypothesized that leadership styles are inextricably linked to practical implementation. (Paarlberg & Lavigna, 2010; B. E. Wright & Pandey, 2010). Several researchers have argued that self-efficacy mediates the relationship between personality traits and performance (Kim, Beehr, & Studies, 2017), which represents loyalty to administrative work because self-efficacy is a belief in the ability to perform any task on one's own. A. Bandura and Walters (1977) A higher level of self-efficacy means that employees are more self-aware, and they are more committed to increasing their professional skills and competence in specific areas of work (S. H. J. Chan & Mai, 2015).

Alkhazaleh and Almsafir (2014) continue to have an essential role in shaping the course of events and the economy's growth. First, by attracting investment capital and then leveraging these assets to lend to the most essential and creative sectors of the economy. Javed (2020) The presentation of banks is mainly calculated from the advantage that banks gained throughout the monetary era, as shown. Bank productivity is vital to both investors and customers, and it is essential for the banks' long-term viability and growth.

1.2 Problem Statement

There has been a spike in research and interest in employee performance from consultants, businesses, and management professionals over the previous decade. According to reports, substandard performance appears to be a global issue (Albrecht et al., 2015; Watson, 2012). Additionally, the State of the Global Workplace study confirms that 85 percent of employees worldwide are either disengaged or actively disengaged at work, resulting in poor performance (Gallup, 2017). Similarly, the 2017 Trends in Global Employee Engagement Survey found that approximately 25% of employees are highly engaged with their work and perform at a high level, whereas 37% are actively disengaged (Hewitt, 2011). Given the numerous assertions that employee performance is a significant factor in an organization's performance and competitive edge, this is perhaps unexpected (Rich, Lepine, & Crawford, 2010). Human capital is an essential resource among an organization's resources due to people's critical role in achieving company goals and objectives when managed effectively. A follower-oriented leadership style, such as servant leadership (R. K. Greenleaf, 2002),

gives good resources to its employees with the kind of care that can contribute to psychological safety and well-being(Kahn, 1990). Banking sector of Pakistan is continuously in transition phase since last two decades. Every bank works for the best outcomes but some of the come out with a best result. Where difference lies? literature suggests that there are different leadership styles which are adopted by the managers. Problem is which one is the best leadership style which could enhance the performance of the employee.

To enhance employee performance, it is critical to understand leadership style and a practical/theoretical grasp of the antecedents and underlying mechanisms that contribute to and explain employee performance in the banking sector.

1.3 Aim of Study

The purpose of this study is to investigate benevolence values and self-efficacy in relation to leadership style and employee performance using the essential human values that influence performance as identified in the research study model.

1.4 Research Question

- ♣ What is the relationship between Servant leadership and employee performance?
- ♣ What is the relationship between servant leadership and Benevolence values in predicting employee performance in private banks of Pakistan?
- ♣ What is the relationship between servant leadership and Self-efficacy in predicting employee performance in private banks of Pakistan?
- ♣ Do Self-efficacy mediate the relationship between servant leadership and employee performance?
- ♣ Do Benevolence values mediate the relationship between servant leadership and employee performance?

1.5 Research Objectives

Based on the research question, the objectives of the research study are as follows.

- ♣ To investigate the relationship between servant leadership and employee performance
- ♣ To examine the relationship between servant leadership and benevolence values in predicting employee performance in private banks of Pakistan.
- ♣ To inspect the relationship between servant leadership and self-efficacy in predicting employee performance in private banks of Pakistan.
- ♣ To test the mediating role of self-efficacy between servant leadership and employee performance relation.

- ♣ To test the mediating role benevolence values between servant leadership and employee performance relation.

1.6 Research Gap

Saleem et al, (2020) Conduct a study in Pakistan in which they explain the relevance of cultural values, suggesting that future research should consider values variables while constructing a model on servant leadership and its subordinate behavior. As servant leadership is a new leadership style, research is in its early stages. Research studies have attempted to link the servant leadership style and its impact on employee performance. Setyaningrum, Setiawan, and Irawanto (2020), based on their findings, suggest that servant leadership and employee performance should be studied with different mediating variables as in their research study, they used the organization culture as a mediating variable, but as the research study is in its initial phase, their suggestion including variables to measure its impact on employee performance.

It is vital to give mainstream leadership theory greater legitimacy by emphasizing servant leadership ideals. To better comprehend the influence of servant leadership on followers, Chiniara et al. (2018) suggest that academics examine individual outcomes, such as individual performance, within the framework of servant leadership. Previous research has been enriched by the incorporation of group or team performance, with less emphasis on individual impacts. In addition, individuals with differing personality traits and ideals may also serve as influential moderators due to these differences (Chiniara et al.,2018). Sun et al. (2019) responds to Liden et al. (2014)'s request to examine the distinctive characteristics of servant leaders. According to supplementary research, future studies should integrate personal qualities and personality values, allowing researchers to construct a comprehensive nomological web for comprehending servant leadership and assisting participants in better understanding themselves. According to the present research, there is a discrepancy between servant leadership personality ideals and employee outcomes.

Lastly, Yagil and Oren (2021) have expressed that it is attractive in impending exploration to Performance scales that action different performance dimensions, which may feature the indirect impact of servant leaders on specific aspects of performance. Pakpahan and Hardianawati (2021) Investigate the connection between servant leadership and performance in graduates who work in a range of companies since the scales of various organizations are not the same, resulting in unsupportive results. The subsequent

investigation is expected to be carried out mainly in similar industries, such as the automobile industry for assembly firms or the banking sector for service companies.

1.7 Significance of Research

The impact of servant leadership on employee performance across banking employees has been unraveled, underlined, and investigated through the complete analysis of this leadership study. Furthermore, this research has aid in the investigation of the beliefs and values that influence employee performance in the servant style. In this regard, this study will raise public understanding about how servant leadership can improve employee performance. Furthermore, this study's research of benevolence values and self-efficacy will aid in learning its favorable influence on employee performance. Moreover, the overview offered in this research will push for new paradigms that will be valuable for future discussions about servant leadership employee performance but more focused on the belief and values to be studied in depth.

1.8 Scope of the Research

The research focuses on Pakistan's banking industry. About 22 private commercial banks operating in Pakistan, with data available from 1960 to 2017. During that time, Pakistan's average incentive was 28.18 percent, with a minimum of 14.61 percent in 1960 and a maximum of 44.58 percent in 2017. The most current value is 44.58 percent from 2017. For example, the global average in 2017 was 64.48 percent, based on 162 countries.

The region was identified because of its size and prominence, focusing on human assets, executives, and arrangement implementation. The banking industry invests heavily in its human capital and developing processes to attract, retain, and better engage with its workers since leadership style is being polished in banks, so their impact on employee's performance and banks performance was quite evident.

1.9 Operational Definitions

1.9.1 Employee Performance

Employee performance is characterized as work accomplishment by somebody in an association by being responsible for their particular position to accomplish the objectives of the organization association mutually as indicated by law, standards, and morals(Tash, Ali, & Ahmadzadeh, 2016)

1.9.2 Servant Leadership

It is crucial to keep in mind that the servant-leader is, first and foremost, a servant... It all begins with an innate desire to help others and to profit from their efforts first. Then, by making a deliberate choice, one can aim to attain the position of leader. It is possible that this person differs greatly from a leader due to a desire to appease a particular power drive or attain material success... Those who put themselves first as leaders and those who put themselves first as servants are the two extreme sorts. There are variations and mixtures among them, which are all a part of the vast variety of human nature.(R. K. J. G. C. Greenleaf, 1970)

1.9.3 Benevolence Values

Benevolence The safeguarding and promotion of the well-being of individuals with whom one has close relationships. Beneficial, considerate, dependable, and uplifting. (Holger Steinmetz, Peter Schmidt, Andrea Tina-Booh, Siegrid Wiczorek, & Shalom H Schwartz, 2009)

1.9.4 Self-Efficacy

The phrase "self-efficacy" refers to a person's confidence in their capacity to accomplish a specific job or movement successfully. (A. Bandura, 2012)

1.10 Organization of Thesis

Section 1 presented the examination by recognizing the fundamental issue being scrutinized. It expressed the general and the particular targets and proposed the important exploration questions. It further characterized its extension, given a hobby for the theme, and it will diagram the limits of the examination. This section is imperative to the investigation, as it puts the inquiry into point of view and assists with checking deviations. It reviewed the pertinent writing on the goals and the kinds of human settlement upkeep the board, the methods of reasoning, and the techniques of human settlement the executives, just as proprietorship frameworks in Pakistan. The section closed with a synopsis which will dovetail into the following part.

Section 2 outlined the hypothetical structure of apparent adequate human settlement on the board by thinking about different factors.

Section 3 focused on the exploration plan, the information necessity and the wellspring of the information, the examination instruments utilized, their legitimacy and their unwavering

quality, the objective populace, the example and the testing methodology, the information assortment strategies, and the information investigation systems.

Section 4 gave the show, the investigation, and the understanding of the information gathered in the field.

Section 5 connected the hypothetical and observational examination, and it presented the administration model for human settlements.

Section 6 concludes the whole research and indemnifies the study's limitations and implications.

Chapter 2

2 Literature Review

Introduction

This chapter offers a critical assessment of the research on the impact of benevolent values on employee performance in companies. This chapter aims to look at how particular benevolent values and employee self-efficacy may affect employee performance and how servant leadership can help. All of the sources mentioned in this chapter either included novel empirical research related to the topic that justified their inclusion or included a thorough literature assessment and discussion of the topic. The idea of leadership is discussed in this chapter, and three types of employee performance are task, contextual, and adaptive. Literature has emphasized the links between servant leadership and employee performance. The topic then goes on to self-efficacy conceptualization and social exchange theory. The theoretical perspectives are contrasted and analyzed concerning self-efficacy and benevolent value, the thesis's primary theme. Next, the thesis's latent concept is examined, followed by the research's reason. The literature review concludes with a discussion and conclusion.

2.1 Conceptualizing Employee Performance

In contrast to the norm of the work, which is the overall result or accomplishment of a person throughout specific times of duty, performance is the overall outcome or achievement of a person during specific periods of duty (Zainal, 2004). Zainal says that performance is linked to job satisfaction and compensation and is influenced by one's skills, capabilities, and personal traits. Employee performance is, in a sense, determined by ability, desire, and circumstance. A variety of personal characteristics influences employee performance. Organizations undoubtedly need top achievers as the world becomes more severe and international.

For decades, employee performance has been studied in various contexts across different trains and cultures to identify best practices, ideas, and assets that advance execution (Bono & Judge, 2003). Finding and combining writing on performance-enhancing methods and variables will enable businesses to exploit, misuse, and invest in employees' physical, psychological, and enthusiastic capabilities (IWB) (Pham-Thai, McMurray, Muenjohn, & Muchiri, 2018), a person also, group learning work job contribution(H. Sun, Teh, Ho, & Lin, 2017), organizational

citizenship behavior (OCB) (Hermawati & Mas, 2017), and LMX (X. Zhang & Bartol, 2010). In the context of boosting hierarchical efficacy, execution, and growth, these are some of the most significant illustrative, guiding, and interceding elements that have attracted scholarly attention in recent years. On numerous times, surveys on staff performance and illustrative parts of administrative writing have been conducted. The subjects covered in the questionnaires include in-demand jobs, assets, and stress. Emerging technologies include telecommunications (Pandey, 2019) and mobile banking (Tam & Oliveira, 2017) For current research study following three domain were consider to measure the employee performance.

2.1.1 Task Performance

"Task performance," as defined by the organization, is "the ability of residents to perform activities that are officially recognized as part of their jobs; activities that contribute to the organization's specialized center either directly by executing a portion of its mechanical procedure or indirectly by supplying it with necessary materials or services." (Borman & Motowidlo, 1993). Motowidlo and Van Scotter (1994) task performance can be categorized as either proactive or reactive behavior. Selling items in a retail store, operating a production machine in a manufacturing plant, teaching in a school, conducting surgery in a hospital, and cashing checks in a bank are examples of activities that directly transform raw inputs into the organization's products. Supporting and maintaining the technological core of the business involves refilling raw supplies, providing finished goods, and executing crucial planning, coordination, monitoring, and staffing activities. The second type of operations consists of activities that support and sustain the technological core of the organization, such as restocking raw materials and delivering finished goods. When people evaluate the characteristics of these two classes, they realize that task performance behaviors have a direct impact on the technological core of the organization, whether through the execution of technical procedures or the supply of technical customer services.

When it comes to TP, individual performance has always been emphasized. As a result, Koopmans et al. (2013) place a great emphasis on employees carrying out the responsibilities assigned by their manager or supervisor (Viswesvaran, 2002). Alternately, it refers to the proficiency or competence with which an employee performs a particular duty (Koopmans et al., 2011). Task performance is the capacity of incumbents to carry out tasks that are explicitly acknowledged as part of their jobs: acts that contribute either directly or indirectly to the

technological core of an organization. According to Budhwar and Chandrakumara (2007), employee TP includes the behaviors that are typically included in the employee's formal job description. Therefore, it pertains to job-specific task competency,

2.1.2 Contextual Performance

Brief and Motowidlo (1986), proposed the concept of socially beneficial behavior in organizations, proposed the concept of socially beneficial behavior in organizations. They defined it as "conduct that is: (I) performed by an individual from an association, (ii) coordinated toward an individual, gathering, or association with whom the person cooperates while performing their hierarchical job, and (iii) performed to advance the government assistance of the person, gather, or association toward which it is coordinated while completing their hierarchical job." Theoretically, according to Campbell (1990) there are two categories of conduct that influence activity performance: first, those behaviors that are unique to a particular activity and may be related to it; and second, those practices that are universal to all positions within an organization. Borman and Motowidlo (1993), while refining Campbell (1990) approach, have proposed that activity performance can be divided into two categories: task performance and context performance. Helping with extra or difficult work, maintaining enthusiasm at work, assisting others, cooperating with others, and sharing information and other critical resources are all examples of CP practices that contribute to or facilitate the creation of an environment conducive to production and maintenance activities. In contrast, contextual activities are ubiquitous in many jobs (though not all) and are less role-specific than role-specific tasks. They contribute to the development of an organizational, social, and psychological environment conducive to task completion. Voluntary attributes related with individual differences in motivational qualities and propensity, as well as person-organization fit, are likely to be more reliable predictors of behaviors such as volunteering, assisting, and enduring.

2.1.3 Adaptive Performance

Jundt, Shoss, and Huang (2015) subsumed existing writing by characterizing employee adaptive performance as conduct coordinated at looking after errand performance when changes influence work-related errands. As opposed to different floods of research. While evaluating the definitions identified with adaptive performance in the current writing, a few agents like (Ilgen & Pulakos, 1999) saw it as a capacity of a person to adjust the strategies to

deal with the dubious circumstance occurring in the dynamic arrangement at work. On the opposite side, Johnson (2001) considers adaptive performance an individual's ability instead of adjusting towards consistently changing work circumstances by altering conduct giving to the apportions of new situations and innovation.

The conduct point of view centers around behavior responses to change (Baard, Rench, & Kozlowski, 2014). Adaptive performance is a multidimensional development including practices, for example, learning new assignments, advancements, and methods and showing versatility in the relational, social, and physical spaces. The study follows the social approach and surveys adaptive performance in the current investigation. The examination has just recognized a few individual forerunners of adaptive performance, for example, psychological capacity (LePine, Colquitt, & Erez, 2000); character and different KSAOs.

Adaptive performance is the process of changing an employee's attitude in response to an organizational change, which is accomplished mainly via acclimating to new job needs. Adaptive performance is emphasized in today's companies to encourage diversity and openness while improving staff productivity. (Motowidlo & Schmit, 1999). It has two significant agendas:

- (1) individual aspects such as competence, personality, interest, flexibility, and so on, and
- (2) organizational aspects such as dealing with work environment difficulties, cross-cultural settings, new tasks and technology, assimilation with organizational norms, etc.

2.2 Conceptualizing Servant Leadership

There have been attempts in the literature to distinguish servant leadership from other leadership styles, such as transformational leadership (Barbuto Jr, Wheeler, & Management, 2006). In any case, the (Van Dierendonck, 2011) analysis exhibited the most guarantee in adroitly recognizing servant leadership vary from the other respected leadership styles, looking into the contrasts between servant authority and seven other authority draws near. In particular, in contrast with transformational, van Dierendonck expressed that servant leadership style is increasingly centered around the mental needs of adherents as an objective in itself, while transformational puts these requirements optional to the association's objectives. While there may be a typical cover between servant and transformational given that both spotlight on devotees' needs, there is a subjective contrast as far as why such center is exemplified and where

it stands comparative with other contending needs in the association. Stone, Russell, and Patterson (2004) argued that hierarchical goals are a byproduct of a long-term focus on followers' needs. After everything is said and done, servants have a better chance than transformational followers of prioritizing the following requirements in their initiative: adherents first, associations second, and themselves third. (Sendjaya, 2016). Most servant-type thinkers provide unrestricted descriptions of what, why, and how they treat their followers. The most common example is Greenleaf's well-known phrase, which reads in part, "The Servant-Leader is servant first... It all begins with the natural desire to be the one to serve first.

Servant leadership is a (1) different-situated approach to management, (2) shown by one-on-one organizing of individual supporter requirements and interests, (3) and an outward reorientation of their concern for self to worry for others inside the organization and the more extensive network. As described by the previous definition, the three components that make up the essence of servant leadership are motives, technique, and attitude. To begin with, servant leadership reasoning (for example, 'another-arranged way to deal with authority') does not come from inside the pioneer, but rather from outside, as the underlying R. Greenleaf (1977) worker first' seems to imply. Greenleaf's booklet's essential and frequently overlooked goal is named 'The Servant as Leader,' not 'The Leader as Servant.' The underlying human reason for taking on a position of responsibility is one of the essential elements of servant leadership, and where it varies from other administration methods. This orientation towards others reflects the pioneer's goal, conviction, or belief that pushing others shows a shift away from self-directed behavior

Overall, servant leadership is a radial force that shifts followers from a self-serving to an other-serving attitude, enabling them to be helpful and prosocial impetuses who may improve the lives of others and change the broken social structures in which they work. When taken together, the three highlights in the definition – thinking process, technique, and mentality – form the bedrock of comprehensive knowledge of hireling administration. However, keep in mind that the definition also allows for linguistic variances to understand the multidimensionality of labor management. Scholars of servant leadership may emphasize moral, otherworldly, mutual, or any of these aspects as long as they agree on the previously stated standard criteria, namely that servant leadership exists (1) in a person or thing other than

the pioneer, (2) in one-on-one communications between pioneers and supporters, and (3) in an all-encompassing concern for the prosperity of the larger hierarchy.

- **Moral Love:** At the center of servant leadership is an ethical love or profound, really focusing on one's representatives or supporters. B. E. Winston (2002) states that moral love constrains the leaders to think about their workers in an all-encompassing way, considering their necessities, needs, and wants.
- **Humility:** Traditionally seen as the disavowal of one's self and any related narcissistic inclinations, lowliness could likewise be characterized as far as the level of unobtrusiveness in which one perspective one's self (Hare, 1996)
- **Altruism:** Altruism can be portrayed as aiding and worried for other people (Patterson, 2003). Others like Kaplan (2000) add that this attention on helping other people happens without a thought about one's prosperity and even includes giving up one's priorities.
- **Self-Awareness:** In Emotional Quotient Inventory, Bar-On (2004) describes passionate mindfulness in the following way: "the ability to recognize one's feelings It's tough to be aware of one's emotions and sentiments while also being able to distinguish between them, to understand what one is experiencing and why, and to comprehend what produced the sensations." (p. 15).
- **Authenticity:** Knowing and recognizing one's characteristics is a quality of authenticity (Kouzes & Posner, 2002). Sankar (2003) servant model includes the sub-measurements of humility, security, honesty, vulnerability, and responsibility.
- **Integrity:** (W. C. Wright, 2013) states, "Uprightness is the arrangement of our voice [what we say] and contact [i.e., our behavior], the steady living out of our person purposefully and transparently, looking to turn into the individual we reason to be" (p. 22).
- **Trust:** Trust arises when the pioneer exhibits trustworthiness receptiveness and acts steadily with values. Pioneers should likewise convey obviously and view their guarantees in a severe way (Kouzes & Posner, 2002).
- **Empowerment:** An essential component of the servant is whether the adherents develop and become worker pioneers themselves. (Poon, 2006) address the obligation that pioneers need to engage their adherents and help them arrive at their latent capacity.

- Service: One of the vital fundamental variables to worker authority is administration. (R. Greenleaf, 1977) states, "The worker chief is worker first... It starts with the regular inclination that one needs to serve, to serve first" (p. 13).

2.3 Conceptualizing Self-Efficacy

The phrase "self-efficacy" refers to a person's belief in their capacity to accomplish a specific job or movement successfully (A. Bandura, 2012). There are three measures of self-efficacy. The term "magnitude" refers to the perceived degree of task complexity that the individual in question is capable of completing. The concept of strength refers to whether a person's confidence in his or her own brilliance is strong or weak. Generality demonstrates the extent to which the desire can be summarized across a variety of contexts (A. Bandura, 1977). A. Bandura, Adams, and Beyer (1977) emphasized that while evaluating sufficiency, conduct must be reviewed comprehensively, and metrics must be adapted to the unique space being considered. Prioritizing explicit tasks and assessing their applicability, recognition, and execution across a broad spectrum of increasing task difficulty are crucial factors to consider. Bandura's measures, which assess self-viability in terms of quality, extent, and an all-inclusive declaration, are developed using a microanalytic research strategy. Bandura's (1986 and 1997) theories highlighted four items as source for self-efficacy (1) Mastery Experience (2) Vicarious Experience (3) Social Persuasion (4) Physiological States.. The Mastery Experience is the most significant of these four information sources (Bandura, 1997). A person's Mastery Experience is the result of engaging in an activity and getting what they perceive to be a favorable outcome. This mastery experience leads to more accurate future assessments of their abilities for similar tasks (Zelenak, 2015).

Experience is an extra wellspring of data that helps advance self-efficacy(Usher & Pajares, 2009). This happens when an individual watches another finishing a comparative assignment. For instance, watching a schoolmate complete an assignment that the individual has not experienced could upgrade their feeling of efficacy for the given errand. Social Persuasions identify with criticism, both verbal and non-verbal, which can support flexibility and sustain certainty. Support of this nature is best when it improves a person's certainty(Usher & Pajares, 2009). Physiological State identifies with sensations, for example, uneasiness, weariness, or stress that present physiological signals. Sensations, for example, will impact Self-adequacy development (Bandura, 1997). Self-adequacy as a build has demonstrated impressive prescient

worthwhile analyzing execution and fulfillment in different settings (Sitzmann and Yeo, 2013). A few observational investigations recommend a positive connection between self-efficacy and variables identifying with fulfillment (Artino, 2008; Liaw, 2008), accomplishment (Schunk, 2005), and industriousness (Martinez, 2003). While the connection between self-viability and execution has been settled (Pajares, 2003), the most examination has inspected this connection without distinguishing factors that may impact the development. This has constrained how many ebbs and flow examinations can illuminate our comprehension regarding the connection between self-viability and execution. Intensifying this issue is simply the everyday act of looking at efficacy as a composite development disregarding the hypothetical four sources proposed by Bandura (1997). The current examination tries to address these issues by analyzing the impact of self-efficacy and utilizing a self- efficacy scale that tends to every one of the four speculated sources.

2.4 Conceptualizing Benevolence Value

Individual Values are the origins of aesthetically beautiful final manifestations that reflect what is significant to us and what we hold dear in our lives (Feather, 1990, 1995). A person may believe herself to be someone who supports equality and social justice, for instance. Schwartz discovered ten separate sorts of values that individuals from a wide variety of cultures may recognize (see figure 1). Schwartz identifies five distinguishing qualities that stand out from the rest.

I. Values are feelings-based beliefs. Individuals who place a high value on autonomy get energized when their independence is threatened and are relieved when they can enjoy it.

II. Values refer to appealing goals that compel action. Individuals who value social requests, equality, and support are more likely to seek these objectives.

III. Values are abstract aims that transcend specific acts and circumstances, apart from more limited notions such as standards and attitudes.

IV. Values serve as guidelines or criteria for selecting or evaluating actions, policies, individuals, and events.

V. Values are demanded based on importance, with each person having their own set of substantial value requirements.

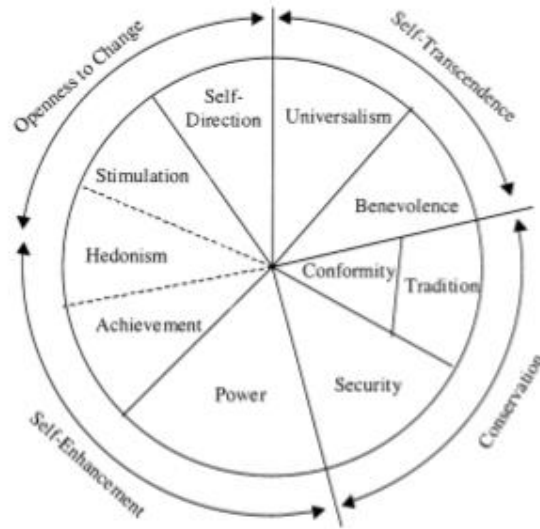


Figure 1 Personal Values

Taking care of and loving one's fellow man or woman A basic feature of a value belief system is the concept of compassion. People matter to a leader who promotes compassion ideals. Respect your neighbor: A good leader is concerned about his or her followers' well-being. She cares about their needs and helps them achieve their objectives. Because the superior person is concerned about their fellow humans, he or she can make use of familiar people's efforts as necessary.

Table 1 Definition of Benevolence values

Authors	Definition
Holger Steinmetz, Peter Schmidt, Andrea Tina-Booh, Siegrid Wiczorek, and Shalom H Schwartz (2009)	Benevolence Preserving and enhancing the welfare of those with whom one is in frequent personal contact (the “in-group”)
(Schwartz & Rubel-Lifschitz, 2009)	Benevolence Preservation and enhancement of the welfare of people with whom one is close Helpful, caring, loyal, supportive

(Myyrya, Juujärvi, & Pessa, 2010)	Benevolence Protecting the welfare of close others in everyday interaction
(McKee & Feather, 2008)	preservation and enhancement of the welfare of people with whom one is in frequent personal contact (honest, loyal, helpful, forgiving, responsible)
(Doran, 2009) (Schwartz & Sagiv, 1995)	Preservation and enhancement of the welfare of people with whom one is in frequent personal contact Helpful, honest, forgiving, loyal, responsible, true friendship, mature love
(Cieciuch & Schwartz, 2012)	Caring for the welfare of the people with whom one is in frequent personal contact.

Source: Author

Humbleness is a virtue. Due to their uprightness, tenacity, simplicity, and honesty, these personalities are all on the verge of being nice. In contrast, decorated language, and glossy talk are utilized rarely for kindness. Therefore, humility is appropriate. The premise of servant leadership is a humble mentality. The primary job of a leader is to serve their people. Rather than travelling great distances to burn incense, it is recommended to do a little act of kindness near to or at one's house. Being other-centered; Everyone is capable of attempting to do good and engaging in a range of acts of kindness and small deeds with huge consequences. In addition, these include encouraging a colleague who is struggling or having challenges, encouraging others to be better team players, and spreading joy among colleagues and coworkers. In literary works, kindness is the most prominent moral attribute. According to the findings, one should make doing one's best for others and communicating truthfully with them a guiding principle. When leaders treat their employees as family members, they might display both altruism and other forms of egotism. In addition, they can provide them with benevolent care, such as mentoring and nurturing. One establishes groups or teams to work peacefully, in harmony, and with a sense of unity with those around them due to their altruism and concern for the well-being of others.

2.5 Servant Leadership and Employee Performance

Previous research studies Enlightened the relationship of servant leadership with performance in difference capacity such as organization performance or team performance. The study conducted in 2008 explain the satisfaction have significant result on leadership (Mayer, Bardes, & Piccolo, 2008); the commitment with organization may also be cause by leaders, turnover aims also reduce if the employee is satisfied with the leaders of the company and we can see a less rate as compare to companies where leaders are more into autocratic leadership style (Hunter et al., 2013), high chance of innovative and commitment towards the development (Neubert, Kacmar, Carlson, Chonko, & Roberts, 2008). As mention above the researcher invested their time in explaining the strong bond between the servant leadership and employee performance (Robert C Liden, Sandy J Wayne, Hao Zhao, & David Henderson, 2008a), as the more focus was to develop the direct relation due to early study stage various component still need to study that in may impact the performance (Liden, Panaccio, Meuser, Hu, & Wayne, 2014). Literature identify that most of study is on basic define performance items such as task performance or mostly in team level, for example, promotion focus (Neubert et al., 2008), the essential variables are still to study in particular context of performance , have yet to be investigated. The research focus more on the subjective performance and create a gap to study performance using these items.

2.5.1 Servant Leadership and Task Performance: You will develop excellent relationships with your coworkers if you are a servant-leader. The premise of servant leadership is that by focusing altruistically on addressing colleagues' needs, you may bring out the best in all of your followers. In light of this in-depth understanding of devotees' needs and their strong rational abilities (Liden et al., 2008a). The servant leaders focus on enhance the commitment the employee to achieve the task objective, support and to think beyond the box(Liden, Panaccio, et al., 2014). Sub-gathering productivity is minimized because servant leaders give a high value on all of their colleagues and help them feel secure in their talents. Consequently, it motivates followers to develop their relationships with the group and to actively participate in completing tasks, so enhancing group cohesion and togetherness. It has been discovered that serving as a servant leader facilitates the fulfilment of psychological criteria, resulting in increased commitment..(Van Dierendonck, Stam, Boersma, De Windt, & Alkema, 2014).

2.5.2 Servant Leadership and Adaptive Performance: Servant leaders "share their shrewdness, look to create understanding and are accord developers"(Robert F Russell & Stone, 2002). This demonstrates that they try to persuade their subordinates rather than demanding or manipulating them to do duties. Been a servant leader they need to employ the servant leadership principles to engaged the sub ordinates (Van Dierendonck et al., 2014). To developed subordinate professional the leader assign work responsibilities (Van Dierendonck, 2011). stewardship (e.g., social obligation, allocating the proper degree of responsibility), relationship acknowledgment (e.g., compassion), and authenticity (for example, keeping guarantees). The research studies try to build the relation with different leadership with adaptable performance i-e authentic leadership show value of 0.12 but the studies in context of servant leadership show value 0.41 way higher (Hoch, Bommer, Dulebohn, & Wu, 2018)

2.5.3 Servant Leadership and Contextual Performance: Transformational leaders effectively communicate the organization's mission and motivate their followers to exert additional effort, resulting in their followers engaging in a greater number of pro-social behaviors. A small number of studies have studied the effects of transformational leadership on other job practices (Piccolo & Colquitt, 2006), despite the fact that prior research has showed that transformational leadership has a favorable effect on other job practices (Judge and Piccolo, 2004). Due to the paucity of studies, as observed by Borman and Motowidlo (1993), task performance has been accorded greater significance than cognitive performance (see Figure 3). Therefore, the purpose of the present study is to discover the precise nature of the impact of servant leadership on conceptual performance.

H1: Servant leadership has a positive impact on employee performance

2.6 Servant Leadership and Self-Efficacy

Self-efficacy has been characterized as "individuals' decisions of their abilities to arrange and execute the course of action needed to achieve assigned sorts of performance" (A. Bandura, 1986)p.391. Gong, Huang, and Farh (2009) noted that a supervisor's leadership style, especially a transformational one, will stimulate employee self-efficacy. Self-efficacy has been studied with servant leadership(Walumbwa, Hartnell, & Oke, 2010b).

According to social exchange theory, serving as a leader produces an inescapable social environment that significantly affects employees' mentalities and behavior. In addition, servant

leaders may select representatives to improve accountability, self-efficacy, and motivation by appointing representatives. (Walumbwa & Schaubroeck, 2009), help to apparent the entire organizational culture, instigating more excellent performance and the prosperity of the labor force for expanded commitment (de Sousa & Van Dierendonck, 2014), building trust with leaders (Burton, Peachey, & Wells, 2017). Furthermore, show affection to subordinates, which will help them gain confidence in their abilities to give up their voices to concentrate on performance.

The essential reason of SL is grounded on developing employees' philosophy of service that eventually prompts employee SE (Walumbwa, Hartnell, & Oke, 2010a) that empowers performance (Wayne, Shore, & Liden, 1997). Servant leaders attempt to assemble a positive culture that ordinarily decidedly affects SE (A. J. N. Bandura, NY: Freeman, 1997). Servant leaders empower representatives to give their input through building a solid relational relationship that at last prompts SE (Liden, Panaccio, et al., 2014). As of late, Specht, Kuonath, Pachler, and Frey (2016) have endeavored to comprehend the interchange between SL and SE at a day-by-day level and presumed a higher presentation of SL is a higher development in SE that prompts better levels. In their paper, Trong Tuan (2017) attempted to comprehend the psychological systems that influence SL and SE emphatically and improve employee knowledge-sharing conduct. Researchers additionally attempted to comprehend the association between both constructs. In that line, (Qiu, Dooley, & Xie, 2020), in their examination, have attempted to comprehend the communication among SL and SE in a hospitality setting and reasoned that when there is a more elevated level of SL, it prompts higher self-efficacy. According to these findings, the following hypothesis can be proposed:

H2: *Servant leadership has a positive impact on self-efficacy*

2.7 Self-Efficacy and Employee Performance (Task Performance, Adaptive Performance, and Contextual Performance)

Self-efficacy refers to a person's belief in their ability to create and achieve goals based on previous experiences. This conviction motivates people to work hard and behave appropriately to their surroundings (A. Bandura & Walters, 1977). A. J. G. m. i. m. Bandura (2005) has evolved into a social cognitive theory that emphasizes a correlative causal model in which behavioral, cognitive, and natural factors interact and create new mental partnerships. When

people doubt their abilities or are concerned about their responsibilities, they may rush to abandon or avoid complex tasks. On the other hand, people with solid self-efficacy will often support their efforts by setting higher standards and taking on challenging tasks. (Feltz & Riessinger, 1990). Moreover, the causal relationship between one's feeling of capacity and job performance is inspired and coordinated without anyone else mindful social and mental conditions(Dybowski, Sehner, & Harendza, 2017). Persuaded individuals are confident that they can go past the backwards of a specific conduct and perform adequately in different tasks or surprising circumstances (Gardner & Pierce, 1998). Self-efficacy influences the present job performance and the future condition of the organization. Consequently, self-efficacy is assessed as a psychological variable that predicts a person's performance in the workplace or organizational behavior (Gist, 1987).

Zhijun Chen, Jing Zhu, and Mingjian Zhou (2015b) expected that quality, citizenship, and prosocial behaviors would be strongly linked to service performance. This is supported by extensive research, which shows that people with high self-efficacy are better prepared to handle testing tasks and put out more effort when faced with difficulties, resulting in superior achievement. Employees with solid self-efficacy beliefs also have a more significant impact at work A. Bandura (2001) is frequently identified with citizenship practices coordinated at clients (Payne, Youngcourt, & Beaubien, 2007). Additionally, frontline employees who feel a more grounded, passionate bond with their group are more committed to the group objective and get more fulfillment from undertakings that assist the group with accomplishing its objectives(Liden, Wayne, Liao, & Meuser, 2014). As a result, these employees try to improve the kind of services to their customers. They are also resourceful in coming up with solutions to suit consumers' needs, which may increase the likelihood of new clients becoming regular customers. The collective leadership concealed employee group differentiating evidence should also encourage them to pay more attention to their customers' needs (i.e., they show more citizenship practices).

A person with a high sense of self-efficacy is expected to follow a strict set of guidelines. A person with low self-efficacy, on the other hand, is more likely to be unmotivated (Yusuf, 2011). W. R. Carter, P. L. Nesbit, R. J. Badham, S. K. Parker, and L.-K. Sung (2018) hypothesized that SE has a considerable impact on employee performance at both the individual

and organizational levels, according to their research. An employee with strong self-efficacy is confident and driven to perform well at work, according to the framework hypothesis, which says that input influences output. Employees with high levels of self-efficacy are less likely to abandon their task pursuit, according to Stajkovic, Bandura, Locke, Lee, and Sergent (2018) The following investigation is based on the hypothetical study's hypothesized assumptions and conclusions:

H3: *Self-Efficacy has a positive impact on employee performance (task performance, adaptive performance, and contextual performance)*

2.8 Servant Leadership and Benevolence Values

As a result of their personal characteristics, servant leaders are more likely to participate in behavior. According to identity theory, self-efficacy is composed of a group of ideas or attributes. Individuals utilize their values to determine what has significance and attraction in their lives. When confronted with situations necessitating the use of evaluative concepts, individuals evaluate them (Hannah, Woolfolk, & Lord, 2009). Individuals are compelled to adjust their behavior in order to conform to their particular self-identity as a result of this psychological commitment (Shamir, House, & Arthur, 1993).

They acquire a servant-leadership style when they reach the post-conventional stage of moral development. What is the most essential self-transcendent value for servant leaders engaged in the development of direct subordinates to emphasize? Using four categories Shalom H Schwartz (2012) distinguished 19 distinctive characteristics. The traits of the self-transcendent class, such as benevolent dependability, benevolent care, universalism tolerance, and benign dependability, are essential to our discussion. Preoccupation with universalism and its nature

The individual characteristics under the "benevolence" umbrella offer light on the 179 attendees' intimate interpersonal relationships. Individual characteristics that fall under the "universalism" banner are preserved and enhanced by their appreciation, resiliency, and assurance for the welfare support of individuals in a larger society and natural environment (Shalom H Schwartz, 2012). This inquiry focuses on the evaluation of kindness practises by direct reports; therefore, "universalism" values are more appropriate here than elsewhere. Beneficial dependability is related with close ties with friends and coworkers, whereas

benevolent caring is associated with a person's family or those who are particularly close to them (Shalom H Schwartz, 2012).

For the above reasons, this research argues that benevolence values are simply the individual worth representing a self-identity of servant leaders and its link in the current study. This worth is especially applicable to servant leaders' attention to creating others and should straightforwardly affect their emotional healing, enabling, and helping practices. At the point when leaders are reliable and dependable, adherents are more able to be open about their issues, endow their profession and their advancement to their leaders, and be more able to settle on significant work choices without dreading disappointment, since they realize they can rely upon their leaders' help (Schaubroeck, Lam, & Peng, 2011).

H4: *Servant leadership has a positive impact on the benevolence values of leaders*

2.9 Benevolence Values and Employee Performance

Benevolent behavior encompasses genuine concern and concern for the well-being of supporters in both work and non-work environments. This includes things like creating a family-like environment at work, showing concern for employees' families, knowing significant life events and achievements, offering life guidance, and giving direction, among other things. LMX, transformational leadership, and the thought measurement of the Ohio State leadership concentrate all recognize the importance of individual connections, but none go beyond the work domain. Hiller, Sin, Ponnappalli, and Ozgen (2019) The benevolence in parental leadership is connected unequivocally with both transformational leadership and LMX, with around 50–55% of fluctuation being divided among each leadership measurement and both parental leadership and LMX. Essentially, the unitary proportion of leadership shows a solid relationship. These are somewhat solid and positive relationships between benevolence, morality, and unitary leadership. Meta-analysis Hiller et al. (2019) explain the employee performance being positively linked (Martinko et al., 2018; Shaffer, DeGeest, & Li, 2016).

As Schwartz (2010), a few examples of benevolence values on maps Organized procedures include expressing empathetic concern to others and coping with individuals who need help. According to the research, servant leaders with high benevolence values aim to enhance employee welfare support in their company and act appropriately since they are servant leaders (R. Greenleaf, 1977). Along these lines, high benevolence values ought to work with supporters'

performance for the accompanying reasons. People with prosocial values like benevolence are more prepared to help others (Arthaud-Day, Rode, & Turnley, 2012; Rioux & Penner, 2001). Second, due to their concern for employee welfare assistance, they feel answerable for really coaching, supporting, and spurring devotees to accomplish better. As studies have shown, when leaders serve employees out of self-transcendence intentions, they can all the more successfully motivate supporters toward their vision (Fu, Tsui, Liu, & Li, 2010). Third, those practices can be seen by employees, who in this way feel appreciated, energized, and spurred to make a solid effort to respond to their leader's other-upgrade expectations. Similarly, as shown by (Martin, 2016), leaders' self-transcendence values are consistent.

Tufail, Ullah, Ashgar, and Sattar (2019) collected data from employees operating in open public companies such as banks, sterilization, and executive market steering. The information was gathered using the overview configuration. Only 205 of the 250 self-directed surveys were returned. This investigation used different levels of regression techniques to evaluate the relationship. Taken collectively, life values (benevolence, family connection, etc.) are seen to have a significant role in achieving employee success in Pakistan's public sectors. Furthermore, it has been discovered that the effect of these values on representative findings is influenced by public culture. In light of the findings, the research hypothesis that:

H5: *Benevolence values have a positive impact on employee performance*

2.10 Mediating Role of Self-Efficacy between Servant Leadership and Employee Performance (Task Performance, Adaptive Performance, and Contextual Performance).

The primary mediation of the relationship between servant leadership and service performance behaviors were found to be self-efficacy, employee self-identity, and group attachment (Z. Chen, J. Zhu, & M. J. J. o. A. P. Zhou, 2015c). Multiple studies have shown that those who have high self-efficacy beliefs perform better in difficult activities and put forth more effort when faced with challenges, resulting in higher levels of exceptional performance (Ziguang Chen, Lam, & Zhong, 2007). Strong self-efficacy beliefs are also linked to better work outcomes, which are frequently associated with customer-focused civic efforts aimed at customers (Peng, Jien, & Lin, 2016). Furthermore, those who have more effective beliefs are

more likely to go above and beyond the call of duty, take initiative, and be spontaneous and creative while servicing clients, all of which are signs of prosocial behavior in the workplace.

Self-efficacy is a psychological system identified with one's work and a proactive factor that works on one's capacity to control significant circumstances by putting itself out there during the performance of one's obligations. Specifically, self-efficacy has been approved as a critical psychological variable that depends vigorously on leadership and structures self-administration and social relations in associations dependent on administrations instead of manufacturing. Employees start to lead the pack over others in their work performance, which works on their performance to keep up with extraordinary performance (Gardner & Pierce, 1998).

Gong et al. (2009) showed that individual learning direction and transformational leadership are vital factors that emphatically sway creativity, affirming that these connections are intervened by innovative self-efficacy. Zahra, Ahmad, and Waheed (2017) uncovered a connection between ethical leadership and innovative behavior. Besides, because of the social learning hypothesis, self-efficacy has been displayed to play an intervening role in connecting the two factors. Qiu et al. (2020) tracked down that self-efficacy directs the connection between servant leadership and employee service quality in chain restaurants five-star hotels. Better assistance is related to a more significant level of mindfulness and self-efficacy in servant leadership.

H6: *Self-Efficacy will mediate the relationship between servant leadership and employee performance (task performance, adaptive performance, and contextual performance)*

2.11 Mediation role of Benevolence values relationship between Servant

Leadership and Employee Performance

When it comes to leadership characteristics, benevolence values have been recognized as a critical component that a leader must possess to enhance the performance of their subordinates. (* Chan & Mak, 2009). Furthermore, a benevolent leader creates a virtuous loop of promoting and making good improvements in their company; thus, a leader's benevolence value is essential. An experiment was conducted (Pellegrini & Scandura, 2008). According to a study performed in In East Asia, kindness is linked to a number of different outcomes, including subordinate identity, compliance, appreciation for leaders, subordinate motivation, and productivity, to mention a few. Employees with high levels of kindness values are more likely

to be content with their work, devoted to their jobs, and productive at their jobs, according to Hannah, Sumanth, Lester, and Cavarretta (2014) and Walumbwa et al. (2011), findings. If employees perceive that senior management leaders are on their side, they are less likely to feel frightened at work. As a result, top management leaders' expressions of compassion for their workers may motivate them to be more creative (Zhou & George, 2003). Changing the behavior of followers is a crucial effect parameter for such pioneers to achieve their organizational goals, according to the servant leadership ideology.

Self-transcendence (benevolence) may upgrade work importance. Personal objectives might find the reason of life, satisfy a benevolence reason that brings work meaning. In the workplace, benevolent leaders mentor followers, encourage them to seek help, and help them comprehend the workplace (S. C. Chan, 2014; Y. Zhang, Huai, & Xie, 2015). In the non-work area, benevolent leaders show individualized consideration to supporters passed the conventional work relationship (Wang & Cheng, 2010). When followers perceive their leaders to be more kind, their fears of being confronted with severe authorities diminish, and performance rises. When a leader's benevolence is low, supporters have less information about their leader's preferences and intentions. Employees are more likely to be involved in performance in the current situation. As a result, make a hypothesis.

H7: *Benevolence will mediate the relationship between servant leadership and employee performance (task performance, adaptive performance, and contextual performance)*

2.12 Underpinning Theory

Social identity theory (Tajfel, 1978) State that for person processing the servant leadership consider the sub-ordinate as an important and important part of the organization, creating the bond and focus on the development of the sub-ordinate. Self-identification is important for the employee in order to engage themselves in positive outcome-oriented behavior towards organization (Zhijun Chen, Jing Zhu, & Mingjian Zhou, 2015a) for instance, followers' identification/ employee voice (Chughtai, 2016), team (Zhijun Chen et al., 2015a), OCBs or the leader (Yoshida, Sendjaya, Hirst, & Cooper, 2014), servant leaders and reduce burnout (Rivkin, Diestel, & Schmidt, 2014). social exchange theory and social learning theory both provide the support towards the leadership which transmute their followers' Building the argument based on (i.e. (R. J. I. Greenleaf, IN: Robert K. Greenleaf Center, 1991) argument that servant leaders

are likely converting their follower’s behavior also into servant leaders themselves) and scholars have argued leader creates transforming effects on their followers, changing followers' mindsets and behaviors, as explained by the social learning and social identity theory. The current study develops and tests cross-level hypotheses based on social identity theory(Hogg, Terry, & White, 1995), claiming that a service culture that prioritizes the needs of others over one's own improves followers' identification with the unit. The study anticipate that servant leadership will have an indirect impact on individual behaviors and attitudes, such as employee performance Hypothesized framework. Based on the literature mentioned above and assumptions generated, the research produced the following proposed model (see figure 2)

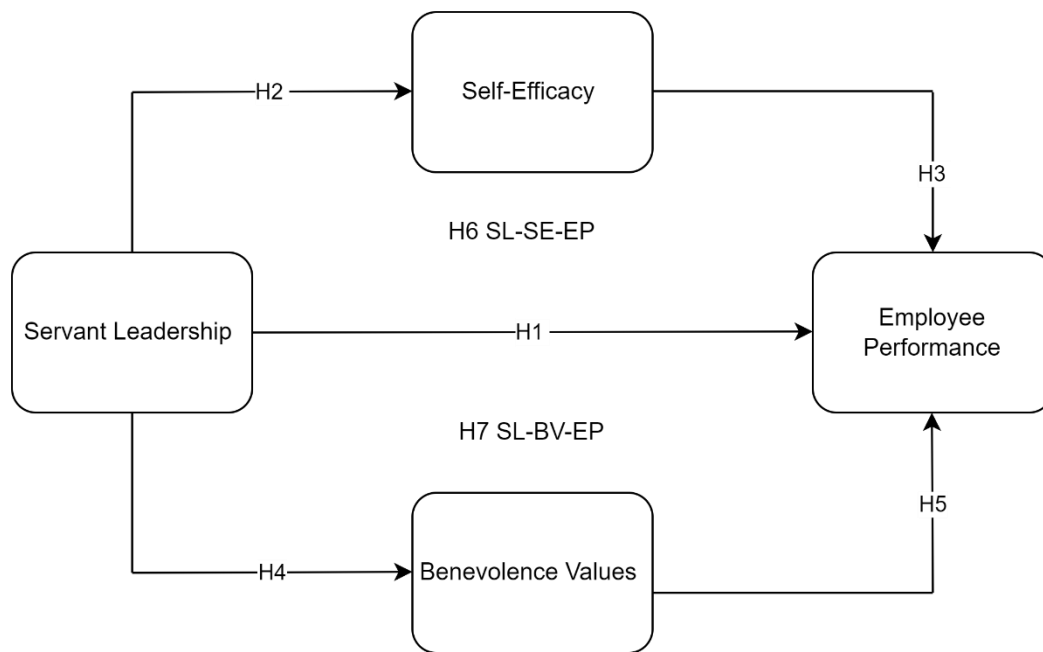


Figure 2 Research framework

2.13 Summary of the Chapter

The thesis's literature review was the emphasis of the second chapter. The chapter began with reviewing the literature on building a foundation for employee performance as human resource management's best friend. It also led to a study of the literature on servant leadership, benevolent values, and managerial intervention and a discussion of the literature on employee performance. The chapter went on to discuss the research on the relationship between leadership

effectiveness, values, and belief in developing hypotheses. Then there was a talk on employee self-efficacy and the benevolent values mediator. The chapter ended with developing a theoretical model and a discussion of the model's theoretical underpinnings.

Chapter 3

3 Methodology

Introduction

This section outlines the study conducted and shows how the researcher gathered and analyzed the data. The research goal was to identify specific criteria that evaluate the impact of servant leadership on employee performance. The goal was to increase empirical data that included benevolence values from the perspective of Pakistani banking employees. Participants were taken through a point-by-point examination to elicit their feelings and perspectives. The research technique was created to obtain a fundamental understanding.

The study goal considering the benevolent value and the impact of self-efficacy on relationships is given first, followed by a description of the research methodology. The design employs a Deductive quantitative method, and the reason for doing so is explained. Following that, the sample of participants, as well as ethical concerns, are given. Finally, the research procedure is described and the data analysis.

3.1 Research Philosophy and Design

Hypothetical assumptions underpin each investigation process, directing social scientists to use a variety of ideal models, methods, and research instruments to guide their investigations. The arrangement of views, norms, and techniques shared by people from a particular network creates a philosophical point of view on the examination process. (Burrell & Morgan, 1979). Long-running epistemological debates over acceptable research methods have engaged social researchers and philosophers. Burrell and Morgan (1979) suggest a method for evaluating philosophical doubts that analysts in sociology can handle. This arrangement includes two hypotheses: the ontological hypothesis (perspective on the actual world) and the epistemological hypothesis (view on knowledge) (nature of information and probability and presumptions according to the human relationship between other people and their condition).

The fundamental analyst believes that social realities and dilemmas are remembered developments people may reproduce (Myers & Avison, 2002). Neuman (2003) contributed to the subsequent development of the sociological study, indicating three distinct and competing research ideal models: positivism, interpretive, and fundamental sociology. The positivist viewpoint accepts that truth is provided unbiasedly and may be represented by measurable

characteristics. This technique attempts to understand a reality via the importance/comprehension of people, while the interpretative methodology attempts to test a theory to anticipate a reality. It attempts to understand the examination's free and ward elements without predefining them.

The philosophical viewpoint of this postulation is positivist, and it supports the notion that reality may be measured. Consequently, the data is accurate and trustworthy, but the epistemology (or way of knowing) is experimental. This frame of view improves understanding of known facts since knowledge is drawn from visible realities. Because it is founded on the idea that reality exists and can be measured, the exploratory worldview is positivist (Amaratunga, Baldry, Sarshar, & Newton, 2002). At the moment, a quantitative approach is being utilized. The quantitative technique has a foresight aspect, and professionals use it to test ideas using a deductive process, although data is gathered via a field review.

Knowledge conceptualization and ways of creating have always been subjective (James & James, 2012). Research philosophy is a set of beliefs about the proper approach to gather, investigate, and apply data. It is primarily concerned with our perception of the world's reality and our interpretation of information, its existence, and reality (Crotty & process, 1998). The research paradigm serves as the foundation and framework for all knowledge generation globally. A research paradigm is a method for acquiring, analyzing, and studying knowledge about the universe. A paradigm for the study is composed of four components: epistemology, ontology, methodology (James & James, 2012). This chapter discusses all four of these components.

In the simplest sense, ontology is the study of the "nature of being and actuality," and its underlying assumptions address what makes reality (Bell, Bryman, & Harley, 2018; Crotty & process, 1998). Ontology investigates the essence of the phenomenon being studied. Researchers must state their position on their sense of reality (James & James, 2012) unequivocally. This might exist independently of people (objective) or independence on humans (subjective)(Orlikowski & Baroudi, 1991). This entails two fundamental facets of ontology, namely objectivism and subjectivism.

On the other hand, epistemology is concerned with the nature and kinds of knowledge that exist and how they are acquired (Cohen, West, & Aiken, 2014). Epistemology's assumptions are

concerned with how knowledge may be generated, collected, and transmitted (James & James, 2012). Optimistic or interpretivism epistemology is possible. Positivism is based on already developed ideas rather than on the generation of new ones; it is primarily concerned with establishing and confirming causal relationships between variables (Orlikowski & Baroudi, 1991). On the other hand, interpretivism is predicated on the premise that humans are social agents who create and rebuild their world (Saunders, Lewis, & Thornhill, 2007)

The current study aimed to objectively test and analyze data based on established theories to determine the causal relationship between servant leadership and employee performance variables. At the same time, benevolence values and self-efficacy serve as a mediator. On an epistemological level, the study took a positivistic approach, collecting and analyzing data deductively using the grounded theory of social identity theory.

3.2 Research Methodology and Strategy

The methodology component is in charge of determining why, what, where, when, and how data is collected for analysis (James & James, 2012). Historically, research procedures have been categorized into two major categories: quantitative and qualitative research methods (Creswell & Creswell, 2017). Both of them independently employ a variety of data collection strategies.

The quantitative research approach used in this study is primarily concerned with dealing with statistical data. The researcher often collects data from a reasonably broad audience using this practice. The technique is deductive, in which evidence is obtained to refute or confirm pre-existing links. The collected data is measurable and is often used to determine the kind and intensity of association between variables. The study analysed the causal link between servant leadership and employee performance, considering the mediating effect of SE and BV.

Numerous data collection approaches are accessible within the quantitative research methodology. A survey was employed to obtain data for this investigation. A questionnaire was utilized to collect data in the survey approach. The survey questionnaire included closed-ended questions on each construct's variables. Participants were instructed to use the Lickert Scale to pick from predefined options for each topic. Due to time restrictions, a cross-sectional data collection technique was adopted, in which data were collected from participants at a single moment in time.

3.3 Participants and Procedures

The data was gathered from Pakistan's banking industry. Pakistan's banking sector is expanding with each passing year. The world economy projects that the banking sector will contribute 49.75 percent of GDP in 2020. In 2010, five commercial banks were publicly traded, 25 private banks, six foreign banks, and four specialized banks. There are now 9,348 bank branches located around the country, serving approximately 28 million store account clients.

According to the SBP, data was collected from all private banks registered in Pakistan, including Allied Bank Limited, Askari Bank Limited, Bank Alfalah Limited, Faysal Bank Limited, Habib Bank Limited, Habib Metropolitan Bank Limited, JS Bank Limited, KASB Bank Limited, MCB Bank Limited, Samba Bank Limited, Silk Bank Limited, Soneri Bank Limited, Summit Bank Limited, and United Bank Limited.

According to the World Bank, when compared to other industries, the banking sector is likely the most significant contributor to a country's economic growth and development(Kumar, 2018). Moreover, the ability of the banking sector to prosper is heavily dependent on the performance of its staff. In this regard, employee engagement, which incorporates aspects of employee motivation and well-being(Harju, Hakanen, & Schaufeli, 2016), is beneficial not only for employees themselves but also for their organizations and their performance(Shuck, Ghosh, Zigarmi, & Nimon, 2013), as engaged employees are extremely passionate about their jobs and serve as a source of inspiration to others(Rurkkhum & Bartlett, 2012). In an effort to improve employee performance, organizations throughout the world, including those in the banking industry and beyond, have made it a key focus(Afsar, Shahjehan, & Shah, 2018). Consequently, the issue of low employee performance continues to be a major worry for organizations around the world, as shown by the following findings, despite the enormous research interest discovered over the past several decades on the elements that improve employee performance at work(Albrecht et al., 2015)

Several earlier studies examined employee performance and servant leadership; nevertheless, there is still much to learn about this concept, and the majority of prior research has concentrated on the United States and other western nations. In addition, earlier research has focused on identifying and comprehending the factors that influence employee performance in the information technology, education, and healthcare industries(Lichtenthaler, Fischbach, &

Journal, 2018). However, only a tiny amount of research in the banking business has utilized beliefs as a mediator of employee performance with various predictors. Consequently, by focusing on the banking business, our study was able to bridge the gap between theory and practice.

Another incentive for choosing private banks is that they are the fastest expanding industry in Pakistan and a critical engine of its economic growth. Pakistan has around 50.565 million bank accounts for 207.77 million, with a penetration rate of 20.21 percent in 2019, increasing to 24.34 percent.

Numerous variables were utilized to determine the target audience. To minimize cultural and national differences, it concentrated on Pakistan, namely on the twin towns of Rawalpindi and Islamabad. To circumvent time and resource restrictions, twin cities were chosen. Second, to eliminate industry disparities, the research concentrated on data collection from a banking sector industry. To minimize multi-level discrepancies, the research concentrated exclusively on office workers, such as tellers, customer officers, and so forth.

The industry was also highlighted owing to its size and prominence as a sector devoted to human resource management and policy execution. These businesses invest in human capital and develop methods to recruit, retain, and engage their staff.

This research gathered data from the teller, credit officers, business development officers, and other staff.

3.4 Sample Technique

Sampling techniques are concerned primarily with selecting a representative sample from a population. Collecting statistics on the entire population is impossible. A sample is drawn from the population from whom data are gathered. The results are then generalized to the total population, as the sample is deemed representative of the community. It is a critical factor in determining the results' correctness. If there is a problem with the sample, it will directly impact the results.

There are a variety of sampling procedures. Sampling strategies are essentially explanations for why a particular sample was selected. The data collection approach employed in this study was non-random sampling, referred known as convenience sampling. Convenience sampling

collects data from subjects conveniently accessible to the researcher and willing to participate in the study. Thus, statistics were gathered from Pakistan's private banks in the twin cities of Rawalpindi and Islamabad, as this was the most suitable location.

The purpose of this study was to ascertain the influence of servant leadership and its values on employee performance. Personnel at various non-managerial levels were chosen to get insight into employee performance. Similarly, all employees were included, regardless of whether they worked on a contractual or permanent basis. Questionnaires were created to collect data. Questionnaires were delivered in person and as printed copies at scheduled sessions.

Access to participants was also a challenge due to banks' reluctance to reveal information about themselves. Access to the banks was also obtained via a few sources. Additionally, banks requested that their anonymity be maintained and that no information about the banks, including its name, be made public, a request that the researcher accepted. Additionally, the groups requested that the researcher share the research's findings upon completion, which the researcher agreed to. Administrators were given access to pertinent data.

Although questionnaires were self-administered, the researcher was ready to answer any unclear questions, particularly during in-person interviews. As per Ferdinand (2006), samples are the subset of the population, comprising a few sections of the population. Same size has a significant job in the assessment and translation of SEM results. Ferdinand (2006) The recommended similar size for SEM investigation is between 100 and 200. If the same size is too large > 400, the inspection becomes sensitive to the point obtaining a reasonable percentage of Goodness-of-Fit becomes difficult. A total of 400 respondents were chosen at random from a sample frame of 105666. At a 95% confidence level and a 5% margin of error, the required example size was determined to be 383(Krejcie, Morgan, & measurement, 1970). Even though the essential sample size was 383, 560 questionnaires were circulated in banks, fully anticipating a response rate of approximately 70%. Self-administered surveys were used (Refer to Appendix 1). Random sampling was used in this research. The researcher selects the members randomly using this technique, ignoring human preferences. This approach ensures that each participant has an equal chance of becoming significant to the research.

3.5 Data Collection

This thesis focuses on private banking in Pakistan, which accounts for the majority of the financial sector's activity. Specific sectors, such as the banking industry, were chosen for information collection in this plan. Initially, banks received a letter of welcome with a sketch of the MS subject and research and a request to take an interest. Federal - Pakistan provided the data. The researcher met with every bank's contact person. The goal of this movement was to explain the ethical aspects of data collection and pass on the benefits of this examination to respondents through their particular contact person. It was given special attention to avoid interfering with the members' working hours. During data collection, the following advances were made:

- In terms of dissemination, many studies use gatekeepers (contact people) to disperse the reviews within their bank and maintain security between the primary research and the respondents, thereby expanding access to single representatives while maintaining the security and secrecy of the responses. A better arrangement is enlisting institutional gatekeepers' assistance and coordinated effort where the surveys should be appropriated to increase the response rate.
- The contact persons were in charge of identifying eligible respondents for this investigation.
- Respondents may complete the survey whenever convenient for them, whether it was during working hours or at home.

3.6 Measures

In the following section, the operationalization of each variable is explained. The independent, dependent, and mediation variable will be described and examined.

Respondents were asked to respond to the items by indicating their level of agreement using a five-point Likert scale (1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree). Five-point Likert scale used because this kind of scale can make a compromise between the conflicting goals of offering enough choice (since only two or three options means measuring only direction rather than also the strength of opinion) and making things manageable for respondents (since few people will have a clear idea of the difference between, say, the eighth and ninth point on an eleven-point agree-disagree scale). The odd

number includes a precise mid-point that I've always referred to as the indifference point, that is, without solid preference in either direction. Second, too many points do not necessarily add any value or increase the validity of your findings. In addition, it is mainly recommended from previous studies. The overall Cronbach alpha of the instrument was .861

3.6.1 Employee Performance

This points to the fact that there is no standard measurement instrument for evaluating employee performance. This review may point researchers toward the measurement tools available, their usage, and the context in which they can be employed. The current study used Pradhan and Jena (2017), consisting of three constructs: task performance, adaptive performance, and contextual performance. Statements included (I know I can handle multiple assignments to achieve organizational goals, I can effectively handle my work team in the face of change, I used to extend help to my co-workers when asked or needed) The Cronbach's Alpha was .843.

3.6.2 Servant Leadership

Multiple research used the 28-item servant leadership scale developed by (Robert C Liden, Sandy J Wayne, Hao Zhao, & David Henderson, 2008b). Higher-order CFAs have shown that the seven dimensions assessed with this scale load onto a second-order factor capturing overall/global servant leadership (Chiniara & Bentein, 2018); (J. Hu & Liden, 2011). However, the reverse version later deals with servant leadership as a whole construct present. The study used the Servant leadership: Validation of a short form of the SL-28 by (Liden et al., 2015). A sample item is, "My leader can tell if something work-related is going wrong." The Cronbach's Alpha was .824.

3.6.3 Benevolence Values

Benevolent dependability. Leaders were rated the importance of this value using six items from the Shalom H Schwartz (2012) PVQ-RR scale. The survey asked employees to indicate how much each item resembled their leader, with response options ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item is "it is important to him that people he knows have full confidence in him." The coefficient α for this scale is .908

The benevolence value is similar to those obtained by Schwartz et al. (2012) and consistent with past research on PVQ-RR (Rudnev, 2011). To further test the reliability of the measure,

the internal consistency of the benevolent dependability scale was evaluated using the General Reliability that is .908

3.6.4 Self-Efficacy

Self-Efficacy Consistent with (A. Bandura, 2006) recommendations for construct specificity, perceived work self-efficacy was measured by a customized scale Borgogni, Dello Russo, Petitta, and Vecchione (2010) was explicitly related to work domains of the sample of employees in our study. Statements were framed as beliefs of being able to handle job responsibilities, challenging situations, and coordination with colleagues (e.g., “In my work I am confident I can solve all the conflicts that may occur with my colleagues”; “In my work I am confident I can overcome all frustrations related to my failures”). Cronbach's Alpha was .871.

3.7 Control Variable

Employee position and bank type were incorporated as the control factors because of their likely critical and puzzling impacts. (Chiniara & Bentein, 2016; Shukla & Rai, 2015)

3.8 Ethical Considerations

The participants gave written permission to participate in this research project, which was performed ethically. None of the participants were injured physically or mentally, and participation in the data collecting procedure was entirely voluntary; no one was compelled to participate in the study. The researcher promised that the participant's information would be kept private and anonymous and only be used for research reasons.

3.9 Pilot Study

Before the research investigation, a pilot study was conducted in the banking industry. A sample of 70 employees from different private banks was taken in the cantonment region near Islamabad. The outcome was checked on the SPSS to ensure that the item reliability and supported the industry. Figure 3 shows the complete indication of the model used in the research study.

3.10 Analytical Procedures

Methods are the fourth component of the research paradigm. Methods are specialized procedures used in data analysis (James & James, 2012). Numerous analytical processes were used on the data to extract relevant information. SPSS was used to create descriptive statistics

for the samples and variables. Cronbach's Alpha was used to determine the internal consistency and dependability variables. The direct association between independent and dependent variables was examined using Smart PLS. Regression analyses were used to test the study's hypotheses. On the data gathered by Smart PLS, mediation was undertaken. The techniques themselves are described in full below under distinct headings.

3.10.1 Data Screening

Before conducting any analysis, the data were screened. This was done to identify unengaged replies, missing numbers, and outliers before further testing hypotheses and variables. Additionally, as proposed by (Tabachnick & Fidell, 2007), other analytical procedures such as normality, homoscedasticity, multicollinearity, and linearity processes were done as part of the first screening. These procedures were carried out using both Microsoft Excel and SPSS. Additionally, missing data were processed. Because the responses to all statements were quantified using the Likert Scale, missing values were filled in using the average of the statements' replies. In demographic replies, missing values were filled in by respondents who shared comparable demographic characteristics. The standard deviation was estimated following the handling of missing values. It was computed to discover any replies that were not engaged. Responses having a standard deviation of less than 0.5 were excluded from further analysis.

Additionally, the normality of data was analyzed to determine its regularity and consistency (Schafer & Graham, 2002). The primary approaches used to accomplish this goal were kurtosis and skewness. Skewness is mainly used to determine the spread of data and aids in determining data distribution. On the other hand, kurtosis determines the pointedness of the apex of a bell-shaped distribution curve (Joanes & Gill, 1998). After screening the data, a total of 400 replies were determined to be appropriate for further study.

3.10.2 Reliability Analysis

The following stage was to determine the consistency and stability of the data gathering items. This was accomplished through the use of dependability analysis. Consistency and stability of the items are essential factors to consider while undertaking data analysis (Gliem & Gliem, 2003). Reliability assessments are primarily concerned with determining if the items used in the research, when reused and re-administered to the same respondents, provide identical results. According to (Levy & Ellis, 2006), a Cronbach's alpha score equal to or greater than

0.60 indicates high dependability. However, most academics agree with (J. F. Hair, 2009) that an appropriate number for reliability analysis is 0.7.

3.10.3 Correlation Analysis

After determining the internal consistency of the variables, correlation analysis was performed. This is done to ascertain how dependent and independent variables are related. It is just a symbol for the linear relationship between variables (Cohen et al., 2013). Correlation coefficients have values ranging from -1 to +1. Because this approach is used to determine the degree of relationships between variables, results closer to 1 indicate a more significant association between the two variables. Positive or antagonistic relationships between variables are possible. Positive relationships indicate that raising the value of one variable results in an increase in the value of the other. On the other hand, a negative relationship implies that a rise in the value of one variable results in a reduction in the value. Thus, -1 indicates the presence of an absolute negative relationship between variables, +1 indicates the presence of an absolute positive relationship between variables, and 0 indicates the lack of any link between variables.

3.10.4 Multicollinearity Analysis

After determining the correlation between the variables, the following step was to run a multicollinearity study. These processes are carried out to ensure that no issues relating to the multicollinearity of data exist that affect the connection between the studied variables (Mansfield and Helms, 1982). (VAF) is typically utilized for this technique, and a value less than three is considered suitable for this test.

3.10.5 Variation in Common Methods (CMV):

CMV is an issue that occurs when there is a misleading correlation between two variables, and another variable is responsible for initiating this correlation when they are assessed using the same approach (Chang et al., 2004). CMV is calculated using Herman's one-factor approach. To do this, all construct items are subjected to exploratory component analysis to see if a single general factor or a combination of factors is responsible for covariance between measures. However, Podsakoff et al. (2003) noted that variance in conditions where the first component is less than 50% indicates the absence of any common technique bias.

3.11 Reliability of the Items

By observing the loadings and structure of the measures, it was possible to evaluate the items' reliability (John Hulland, 1999). The item factor loading reflects correlations between latent and observable variables. For an item factor loading to be deemed acceptable, it must be more than 0.60 (Bagozzi & Yi, 1988). Table 3 demonstrates that the item factor loadings for all structures are over 0.60, demonstrating their reliability.

Summary of the Chapter

This chapter went through every aspect of the research paradigm and its relation to the present investigation. The chapter began with the research's philosophical orientations and explained the present study's philosophical underpinnings. The methodology and research design of the specific study was then addressed. Following that, it went into depth about the sample, sampling methodology, and various industry reviews from which the sample was chosen, and data was gathered. The chapter's next focus was on the constructs and measurements that were utilized. The chapter ended by going through all of the analytical methods used on the data to determine the findings and remark on them.

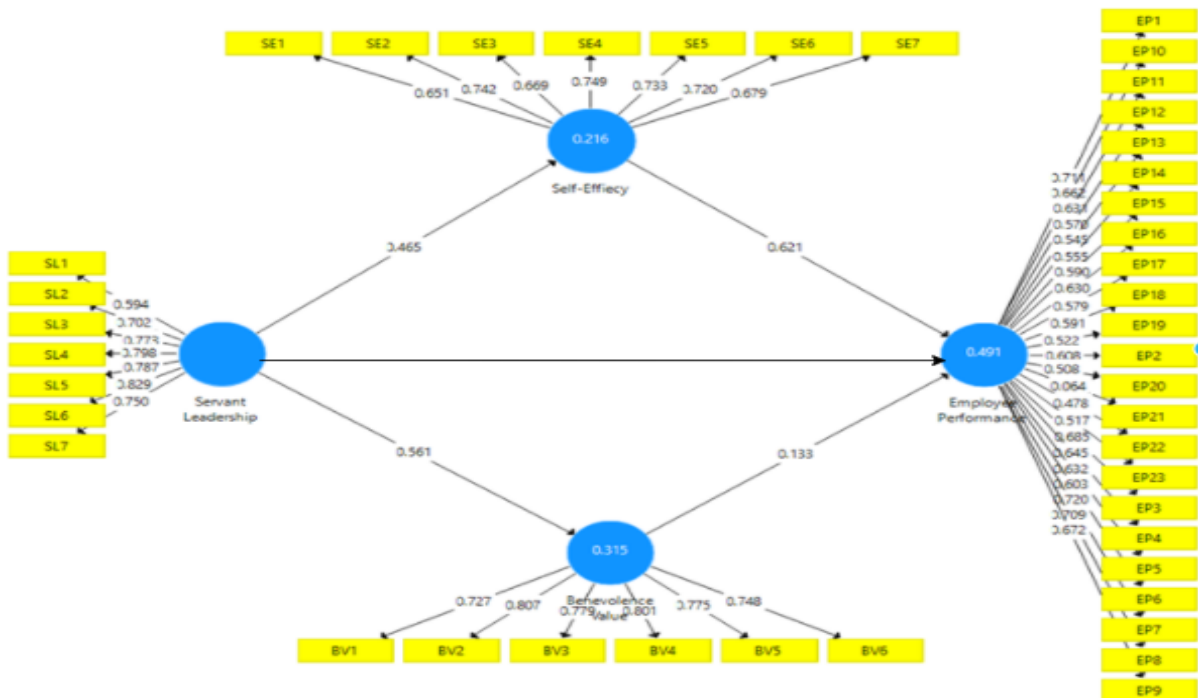


Figure 3 Research Model with Full Indication

Chapter 4

4 Result Analyses

Introduction

The analysis of the material in this study started with collecting a large amount of data from the respondent, which was then filtered, followed by the creation of a demographic profile of the respondent. Following this factor analysis, the scale's and variable's reliability were assessed. After checking the dependability connection between the components, the independent and dependent variables tested the hypothesis. SPSS (Social Statistical Package for Social Science) and Smart PLS partial least squares were used for all the investigation's factual analysis.

4.1 Model Analysis

PLS strategy is usually utilized in sociological research (Ali, Kim, & Ryu, 2016; Aman, Abbas, Mahmood, Nurunnabi, & Bano, 2019). Because of its capacity to show latent model constructs under states of non-normality and little to medium sizes, the PLS procedure has become progressively famous in board research (R. Hair & JJ, 2019). Structural modeling technique (SEM) can also be grouped into two sub procedures, for example, the structure and measurement models. The connection among dependent and independent variables is dictated by a structural model, while the measurement model is utilized to determine the connections among latent variables and their observed items (Sarstedt, Hair Jr, Cheah, Becker, & Ringle, 2019). The measurement scale, particularly in the structural equation, is reflective primarily or formative.

The relationship among formative items might be positive, negative, or even have no relationship with one another; in this way, reliability, consistency, and discriminant validity to check the not-tested formative measurements (Petter, Straub, & Rai, 2007). In the reflective model, scale pointers have solid connections among one another and are additionally exchangeable; in this manner, validity and reliability should be analyzed (Joseph F Hair Jr, Hult, Ringle, & Sarstedt, 2021). In this model, the heading of the arrow is from the construct to indicators since varieties in idle factors cause different indicators. The research study reflective measurement model has been used following SEM. In the research study, SPSS 25.0 version is used for demographic analysis. A Partial Least Squares (PLS) method was utilized to explore the examination model after PLS-SEM's suggested two-stage analytical procedure. A PLS

algorithm strategy was utilized to look at the nature of the outer model genuinely and to guarantee path coefficients, and loadings importance, a bootstrapping procedure of 5000 subsamples was utilized (Shiau, Sarstedt, & Hair, 2019)

4.2 Evaluation of Measurement/Outer Model (PLS algorithm)

Using the PLS-SEM technique and Smart PLS Algorithm, the current study analyzed the nature of the measurement model to confirm the study's reliability and validity. PLS-SEM standard validity and reliability measures, such as Factor Loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted, were utilized to examine the convergent validity of the model at the primary stage (Latan, Noonan, & Matthews, 2017). To confirm internal consistency, Table 3 and Appendix 12 present Loadings, Cronbach's alpha, Composite reliability (CR), and Average Variance Extracted (AVE). Cronbach's alpha is a more cautious measure of internal consistency than serious reliability (Leguina, 2015). Table included all loadings that exceeded the recommended value of 0.60 (Chin, Peterson, & Brown, 2008a). As demonstrated in figure 4, items with a low 0-60 were eliminated. Cronbach's alpha and its composite indicate the degree of variance in the latent contrast due to construct indicators with the indicated value of 0.7. Similarly, variation typically implies that a structure exceeded its recommended value of 0.5 (Henseler et al., 2014).

4.3 Demographics

Table 2 reports the demographic of respondents' profiles. In this examination, 251 (62.7%) male respondents partook, while 149 (37.8%) were female. Most of the members were aged 21-30 years (53.5%). Also, we discovered 241 wedded members (60%), and most were bachelors' graduates (48.5%). Also, appendix 2 shows most bank names and currently working. Appendix 3, 4, 5, 6, 7, 8, 9, and 10 explain the graphical representation of demographics. In total, appendix 2 uncovers the total depiction of our respondents' profiles.

4.4 A PLS-based Structural Equation Modeling (SEM) Approach.

Collinearity should be checked before examining the structural model to guarantee there is no inclination in the regression results. Multicollinearity (additionally collinearity) is a wonder wherein one indicator variable in a numerous regression model can be straightly anticipated from the others with a considerable degree of accuracy. Multicollinearity decreases the accuracy of the estimate coefficients, which debilitates the factual force of the regression model. Variance inflation factor (VIF) is a proportion of the measure of multicollinearity in a bunch of

multiple regression models. A general guideline usually utilized practically speaking is if a VIF is > 10 , you have high multicollinearity (R. Hair & JJ). The outcomes show no collinearity issue because of the VIF value beneath the drawn line Table 6. Next is to test the structural model. The bootstrap method utilizes 5,000 emphases to assess indicate and path coefficients (Chin, Peterson, & Brown, 2008b) appendix 11. The initial step before testing the hypothesis is an appraisal of the nature of the model. The measures utilized are coefficient of determination (R^2).

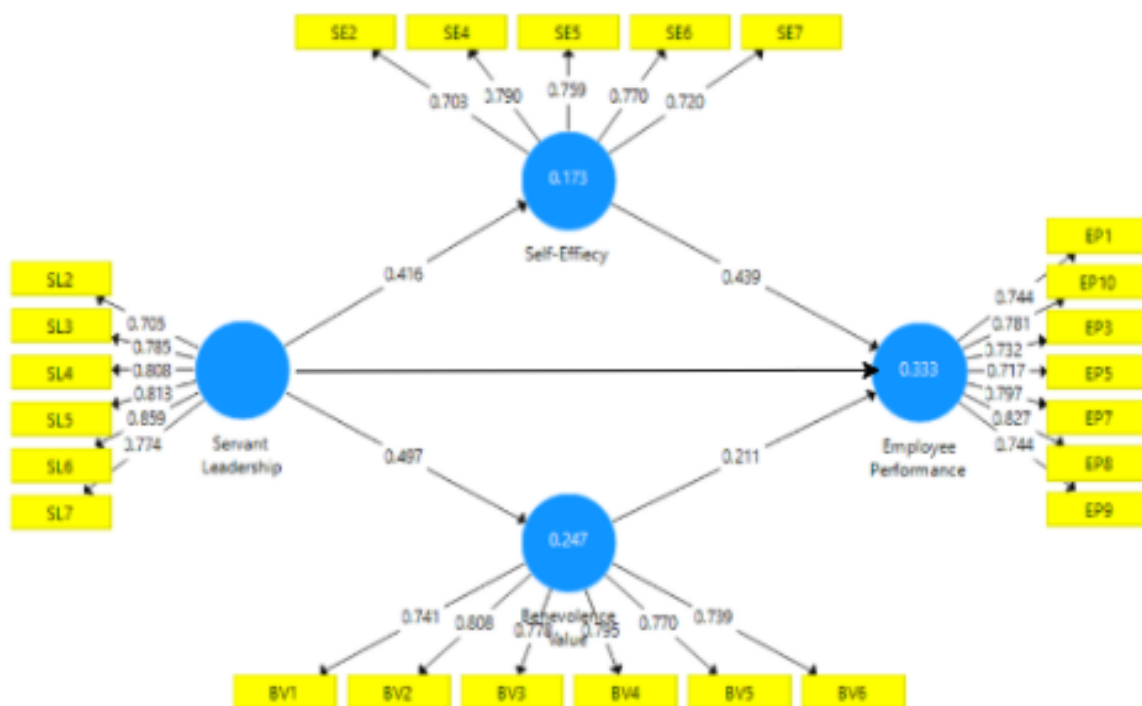


Figure 4 Adjusted Measurement model

4.4.1 A Measurement Models

The initial phase in PLS-SEM is the assessment of a measurement model. In assessing the model, first test the reliability measurement of the construct. To evaluate the individual reliability, loadings on each construct were checked. Factor loading is fundamentally the connection coefficient for the variable and factor. Factor loadings show the difference explained by the variable on that particular factor. As a general rule, factor stacking of 0.708 or higher in the SEM method ensures that the factor eliminates enough difference from the variable (R. Hair

& JJ). To survey the individual reliability of each construct, Composite Reliability (CR) was determined. The outcomes show that the CR value is more noteworthy than 0.7 for all builds (Nunnally, 1994). Convergent validity takes two measures to quantifies the same construct and show that they are connected. The subsequent stage in the measurement model is to test the validity evaluated by utilizing the normal fluctuation removed (AVE), which should be more prominent than 0.5 (Forza, 2002). AVE is a proportion of the measure of change caught by a development corresponding to the measure of difference because of measurement error. The subsequent stage is to assess discriminant validity. To set up discriminant validity, you need to show that actions that are not connected are not related.

The average variance separated has frequently been utilized to survey discriminant validity dependent on the accompanying "rule of thumb": the positive square of the AVE for every one of the latent factors ought to be higher than the most noteworthy relationship with some other variable. The standard of Fornell-Larcker has usually been used to evaluate the level of divided difference among the model's latest model. Discriminant legitimacy was likewise broken down by Heterotrait-Monotrait (HTMT) assessment. The HTMT is another strategy for evaluating discriminant validity in partial least. The square of AVEs is shown askew in striking. Key structure squares of model assessment Using the HTMT as a basis includes contrasting it with a predefined limit. If the worth of the HTMT is higher than this edge, one can presume that there is an absence of discriminant validity. A few creators recommend an edge of 0.90.

4.4.2 Convergent Validity (CV)

In surveying and assessing this model, the specialists thought about inter consistency reliability, convergent validity, and discriminant validity. Inter consistency reliability was done through composite reliability (CR), which determines if the things utilized in the investigation are solid (McNeish, 2018). A CR worth of 0.70 to 0.90 is considered palatable. Nonetheless, values somewhere in the range of 0.60 and 0.70 are likewise acceptable in an exploratory examination (Bagozzi, Yi, & Phillips, 1991). Cronbach's alpha has likewise been assessed for dependability and validity. Table 2 show's that the Cronbach alpha was above .70 or higher (.703 to .859). Both composite reliability and Cronbach's alpha are being accounted for upper and lower limits to decide the reliability of the internal consistency reliability.

Table 2 Convergent Validity Assessment

Constructs	Items	Factor loading	CR	AVE
	BV1	0.741		
	BV2	0.808		
BV	BV3	0.778		
	BV4	0.795		
	BV5	0.770		
	BV6	0.739	0.899	0.597
	EP1	0.744		
	EP10	0.781		
EP	EP3	0.732		
	EP5	0.717		
	EP7	0.797		
	EP8	0.827		
	EP9	0.744	0.907	0.584
	SE2	0.703		
SE	SE4	0.790		
	SE5	0.759		
	SE6	0.770		
	SE7	0.720	0.865	0.561
	SL2	0.705		
	SL3	0.785		
SL	SL4	0.808		
	SL5	0.813		
	SL6	0.859		
	SL7	0.774	0.910	0.628

AVE is determined as the mean of each indicator's squared loadings for a build. Convergent validity is demonstrated statistically when the Average Variance Extracted (AVE) value is greater than 0.50. The connection with constructs was greater than 0.50 i-e SL 0.628, SE 0.561, EP 0.584, and BV 0.597 showing associate constructs.

4.4.3 Discriminant Validity (DV)

The study further examines discriminant validity (DV) in light of Fornell–Larcker rule and Heterotrait–Monotrait basis. The Fornell–Larcker basis recommends that the square foundation of the AVE of each construct is higher than the development's most noteworthy connection with

some other developments in the model. This is portrayed in those featured (diagonal values). The connection between the construct in the off-inclining position (0.772,0.764,0.749,0.792) Table 3. Contrasted with Heterotrait–Monotrait (HTMT) proportion of correlation criterion, since it performs better compared to conventional methodologies of discriminant validity evaluation as the qualities are a lot of lower than both Fornel–Larcker model and the cross-loadings utilizing 0.85 as a reasonable edge level(Shiau et al., 2019). This again is because even though these techniques are utilized frequently in applied exploration, these strategies don't permit dependably distinguishing discriminant validity. Subsequently, Discriminant Validity (DV) is better surveyed utilizing HTMT (Zaiř & Berteau, 2011). DV is utilized to quantify how unique different builds are, utilizing an experimental norm (J. F. Hair, Hult, Ringle, Sarstedt, & Thiele, 2017). To accomplish a palatable degree of DV, suggest HTMT values above 0.90. This implies that the HTMT value above 0.90 portrays no DV, showing that the developments are adroitly comparative. The result shows that every one of them develops have HTMT score

Table 3 Fornell-Larcker

Construct	Benevolence Value	Employee Performance	Self-Efficacy	Servant Leadership
Benevolence Value	0.772			
Employee Performance	0.438	0.764		
Self-Efficacy	0.518	0.548	0.749	
Servant Leadership	0.497	0.294	0.416	0.792

Table 4 factor loading

Construct	Benevolence Value	Employee Performance	Self-Efficacy	Servant Leadership
BV1	0.741	0.516	0.432	0.397
BV2	0.808	0.334	0.403	0.378
BV3	0.778	0.265	0.338	0.360
BV4	0.795	0.305	0.440	0.383
BV5	0.770	0.238	0.355	0.372
BV6	0.739	0.295	0.406	0.400
EP1	0.252	0.744	0.363	0.156
EP10	0.312	0.781	0.391	0.250
EP3	0.337	0.732	0.462	0.202
EP5	0.366	0.717	0.350	0.173
EP7	0.307	0.797	0.423	0.223

EP8	0.356	0.827	0.427	0.251
EP9	0.386	0.744	0.483	0.294
SE2	0.359	0.424	0.703	0.228
SE4	0.456	0.517	0.790	0.343
SE5	0.380	0.379	0.759	0.286
SE6	0.304	0.299	0.770	0.335
SE7	0.413	0.397	0.720	0.357
SL2	0.312	0.203	0.262	0.705
SL3	0.476	0.177	0.307	0.785
SL4	0.395	0.205	0.392	0.808
SL5	0.390	0.235	0.301	0.813
SL6	0.403	0.252	0.361	0.859
SL7	0.369	0.333	0.343	0.774

The study's findings indicate that the root of an AVE for a given construct is more significant than the correlation between that construct and all other constructs. Cross loadings indicate that an item had a more significant loading on its parent construct than any other construct in the research. The study demonstrates that the constructs have their own distinct identities and are not connected.

4.4.4 The Heterotrait-Monotrait Ratio (HTMT).

Heterotrait-Monotrait (HTMT) of correlations approach, instead of Fornell-Lacker basis and the cross-loading factor, due to its preferable leeway over the traditional method. A worth above 0.9 demonstrates that construct is comparative, and scales that meet the prerequisite of DV ought to have a worth lower than 0.9. In this study, all scales had a DV for all qualities that were under 0.9 Table 5 and appendix 14

Table 5 Heterotrait-Monotrait Ratio HTMT

Construct	Benevolence Value	Employee Performance	Self-Efficacy	Servant Leadership
Benevolence Value				
Employee Performance	0.477			
Self-Efficacy	0.604	0.632		
Servant Leadership	0.562	0.331	0.488	

The values of HTMT less than 0.90 indicate that the research constructs have their own distinct identity and are not too associated with one another.

4.4.5 Assessing Collinearity. (VIF)

AVE should accentuate that 0.4 or higher is appropriate for an exploratory study (John Hulland, 1999). Once more, the study was cross-sectional, and it will probably experience multicollinearity. To stay away from this, the (VIF) was assessed for every one of the factors in the study to decide the presence of multicollinearity. The VIF is the proportion of the generally normalized change over standardized variance, and it shows that a variable is excess if VIF surpasses 10.0 (Kline, 2015). The accessible VIF in this study is somewhere between 1.2 and 1.4, demonstrating that multicollinearity was absent (see table 6).

Table 6 Assessing Collinearity VIF

Construct	Benevolence Value	Employee Performance	Self-Efficacy	Servant Leadership
Benevolence Value		1.366		
Employee Performance				
Self-Efficacy		1.366		
Servant Leadership	1.000		1.000	

The values indicated that SL, BV, SE, and EP is a nearly perfect linear combination of the equation's independent variables as it's below 0.3, reflecting zero potential issues with collinearity

4.4.6 The Way Coefficient (β) and t-Values.

The path coefficient considers the underlying model's hypothesized connection between the components. In a regression study, the path coefficients have a normalized beta (β) between -1 and 1. (Henseler et al., 2014). To further evaluate the suggested hypotheses (H1, H2, H3, H4, H5, H6 and H7), bootstrapping was used SEM with 5,000 cycles, and route coefficients were obtained. Meanwhile, the t-values, their significance levels, and p values were calculated, as shown in Figure 5,6.

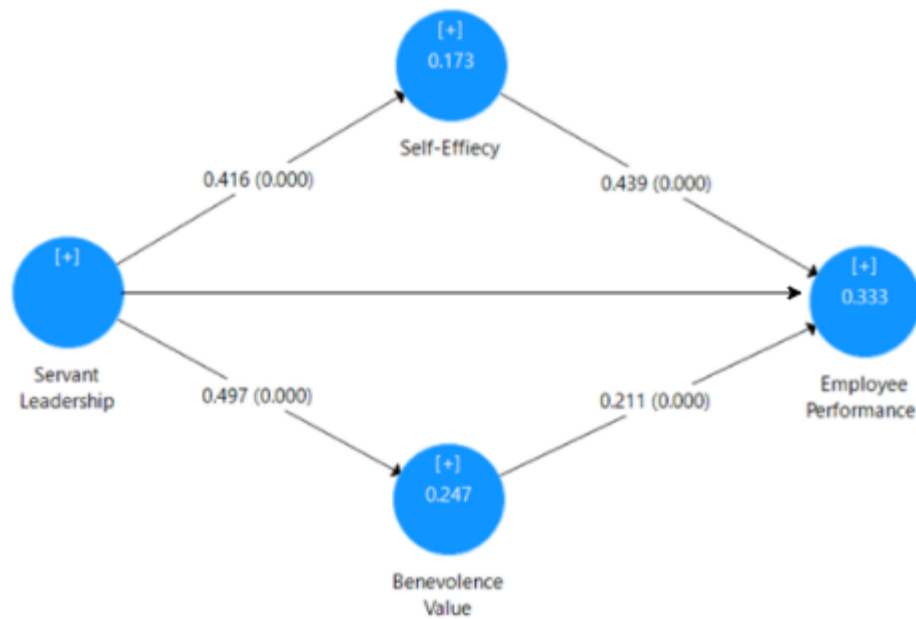


Figure 5 Structural Model with Path coefficient and P values

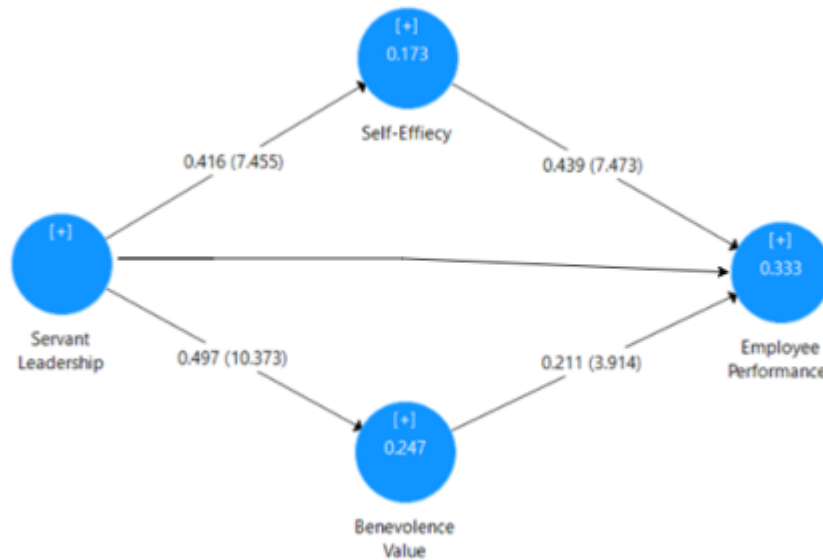


Figure 6 Structural Model with Path coefficient and T values

4.4.7 Hypothesis-Testing (Direct Effects).

After the measurement models were established, the study then, at that point, performed hypotheses testing to assess the underlying model. For this reason, this investigation performed seven testing on the underlying model. The current model undertakings Hypothesis as the

positive interactions, showing the positive effect of which is evident from the empirical analysis ($p < 0.000$) relation is the significance (see table 7)

Table 7 Direct Effect

Hypothesis	Original Sample	Sample means	Standard Deviation	T Statistics	P Values
SL → EP	0.313	0.323	0.052	6.065	0.000
SL → SE	0.416	0.415	0.056	7.455	0.000
SE → EP	0.439	0.432	0.059	7.473	0.000
SL → BV	0.497	0.497	0.048	10.373	0.000
BV → EP	0.211	0.221	0.054	3.914	0.000

4.4.8 A Hypothesis Testing (Indirect Effects/Mediation).

Further, H6 and H7 say that BV and SE go about as a mediator in the middle of SL and EP, the investigation extended indirect ways in the middle of SL → BV → EP (β 0.105, t 3.741) and SL → SE → EP (β 0.183, t 4.778), projecting genuinely critical outcomes. To know the idea of mediation for SE and BV, the coefficient path was investigated, which had come critical ($p < 0.000$), thus proving that BV and SE significantly mediate.

Table 8 Indirect Effect

Hypothesis	Original Sample	Sample means	Standard Deviation	T Statistics	P Values
SL → SE → EP	0.105	0.110	0.028	3.741	0.000
SL → BV → EP	0.183	0.180	0.038	4.778	0.000

In addition, the variance accounted for (VAF) was calculated to determine the size of two complementary partial mediators. Partial mediation is indicated by a VAF score of 20–80%. (Nitzl, 2016). The Rodríguez-Entrena, Schubert, and Gelhard (2018) test were used to determine whether SE or BV has a more significant partial mediation effect, as shown in Table 9, with the presence of 0 values in the confidence interval. As a result, it's possible that the evidence for both SE and BV partially mediate the relationship.

Table 9 Variance Account VAF

S. No	Hypotheses	Direct β	Indirect β	A variance account for (VAF %)	Mediation
H6	SL → SE → EP	0.323	0.110	Direct effect of SL → EP = 0.323	Partial

				Indirect effect of SL → SE → EP = 0.110 Total effect direct effect Indirect effect 0.323+0.110= 0.433 VAF Direct effect/total effect=0.323/0.433 = 0.745 VAF = 74%	
H7	SL→ BV → EP	0.323	0.180	Direct effect of SL→ EP = 0.323 Indirect effect of SL → BV → EP = 0.180 Total effect direct effect Indirect effect 0.323+0.180= 0.503 VAF Direct effect/total effect=0.323/0.503 = 0.64 VAF = 64%	Partial

Thus, the findings suggest that servant leadership reduces employee performance in the presence of self-efficacy. Some mediation is supported if the influence of the mediating variable remains large after controlling for the independent variable. The result suggests complete mediation when the independent variable is controlled. If the independent variable remains substantial (i.e., if both the independent and mediating factors strongly predict the dependent variable), the outcome is consistent with partial mediation. Similarly, the presence benevolence values have a positive impact on employee performance under servant leadership. According to the findings of the study, partial mediation is indicated.

4.4.9 The Explanatory Power of the Model (R²)

The R² values of the exogenous latent variables (BV, EP, and SE) demonstrate the explanatory power of the model in terms of how well the exogenous variable SL explains the endogenous variables. The R² values are such that 0.21 implies more accuracy in prediction (Joe F Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). The EP R² value was 0.329, showing that SL, BV, and SE explain 33 percent of EP variance collectively. 12 Appendix

Table 10 Explanatory Power R

Construct	R Square	R Square Adjusted
Benevolence Value	0.247	0.245
Employee Performance	0.333	0.329

Self-Efficacy	0.173	0.171
----------------------	-------	-------

4.4.10 The PLS-SEM Importance-Performance Matrix Analysis (IPMA)

Importance-Performance Map Analysis (IPMA) for building employee performance is displayed in Table 11. IMPA consolidates PLS-SEM gauges, demonstrating the significance of an exogenous construct's effect on another endogenous build of interest (target develop). The subsequent IMPA grants the recognizable proof of determinants with generally high significance and somewhat low performance. These become major and high-need improvement regions to build the performance of the chosen vital objective developed in the PLS way model(Ringle & Sarstedt, 2016). The objective development was employee performance. Among everyone develops, self-efficacy is of higher significance72.19 than others. Hence, to further develop employee performance, viewpoints identified with self-efficacy should be focused on because these perspectives have the best significance and performance in the average performance worth of different builds (see figure 7)

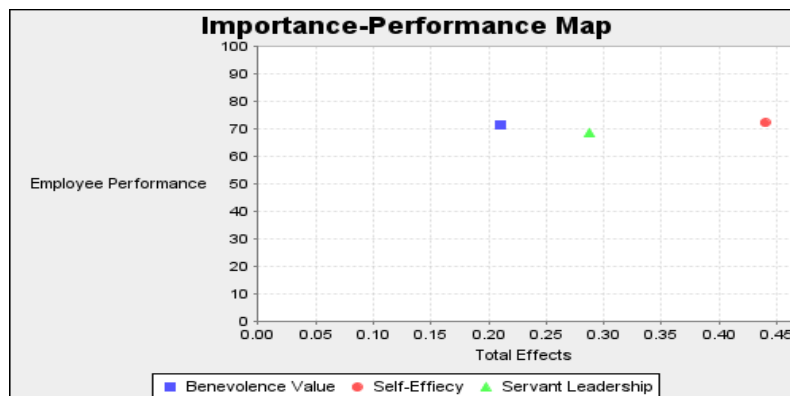


Figure 7 importance-performance matrix analysis (IPMA)

Table 11 Importance-performance matrix analysis (IPMA)

Latent Variables	EP Total effect performance	Index value Performance
Benevolence Value	0.2097	71.3589
Self-Efficacy	0.4395	72.1904
Servant Leadership	0.2873	68.7637

4.4.11 The Goodness of a Fit

The PLS-SEM generally utilizes the R² worth to survey the proposed model dissimilar to the covariance-based SEM, which naturally gives the fit indices (Joe F Hair Jr, Matthews, Matthews, & Sarstedt, 2017). SRMR is a measure of fit, and like this, the worth of zero addresses goodness of fit. A worth of under 0.08 is thought about a goodness fit (L.-t. Hu & Bentler, 1998). Another technique is likewise proposed, and it tends to be used to assess model fit and root mean square covariance (RMS_{theta}). The worth of RMS_{theta} beneath 0.12 shows a fit model (Henseler et al., 2014). For the current model, the upsides of both SRMR and RMS_{theta} were 0.068 and 0.12, separately, which affirms a solid match for the model, as displayed in Table 12

Table 12 Goodness of a fit

	Saturated Model	Estimated Model
SRMR	0.068	0.090
d_ ULS	1.391	2.408
d_ G	0.369	0.405
Chi-Square	826.993	862.482
NFI	0.831	0.824
RMS Theta	0.121	

Chapter 5

5 Discussion

Introduction

This chapter contains a comprehensive explanation of the study's findings. The hypotheses are addressed separately and collectively, as shown by the general discussion and conclusion of this research study. Furthermore, a few suggestions are made based on the conversation for scholars who want to explore this subject.

5.1 Discussion

This study's primary objective was to determine the nature of the relationship between servant leadership and employee performance outcomes, including task performance, adaptive performance, and contractual performance, while considering the mediating role of Benevolence values and self-efficacy. The results of the study indicated that servant leadership had a positive effect on employee performance outcomes, and the mediating role of compassion values and self-efficacy was also confirmed. The findings of the study demonstrated the validity of hypotheses and partial mediation in the research model.

The study used the social identity theory to examine servant leadership effects on employee performance and multi-mediation using the smart pls in private banks of Pakistan. A leader is a person who can impact individuals from a group or organization and empower them to accomplish their destinations. Great leaders develop through ceaseless self-learning, instruction, preparation, and experience (Jago, 1982). leaders make culture or propensity for enabling their subordinates by giving direction and preparing (Spencer, 1994). leadership is the way to achieve a leader inside an organization (Ivanova, Živković, & Ivanova, 2011). Adaptable and versatile leadership changes one's conduct correctly as situational changes include adaptable, versatile, agile, and flexible(Kaiser, Hogan, & Craig, 2008). Compelling and fruitful leadership relies upon the leader's capacity to change his supporters' conduct, impact, move and assemble his devotees toward authoritative objectives (Setyaningrum, Setiawan, Surachman, & Irawanto, 2017). leadership is the connection between an individual influencing the conduct or activities of others and the people who are so impacted (Stone et al., 2004). leadership builds up and coordinates all association representatives, like fostering a superior comprehension of compelling leaders for future events. Fundamentally, effective leadership is an initiative that can alter and adapt to current situations, influence employee behaviour, and motivate

individuals to assist the business in achieving its goals. The new initiative model focuses more on assistance and care for representatives than on the organization's current control mechanisms (Bhindi & Duignan, 1997). The ideal leader is described as a force, just as it influences and drives people to comprehend the organization's aims and realize its vision (Van Dierendonck, Nuijten, & Heeren, 2009).

Given the above clarification, it is reasonable to assume that an organization requires a suitable leadership style; the leadership style of a leader should be able to influence the behavior of others based on his desires and assumptions regarding a particular circumstance. The leadership style is a summary of how a leader demonstrates his leadership capacity and how he is perceived by those he is attempting to lead or by those who may be observing him from an external perspective. Today, the focus of leadership is shifting from formation-based transactional leadership to transformational leadership, which stresses vision and the future and is centered on its followers. Setyaningrum, Setiawan, and Surachman (2017) Some of the world's most influential thinkers and writers on leadership have predicted for quite some time that serving initiative will be a leadership ideology in the 21st century (Block, 1993; B. Boggs, 1998; Robert F Russell, 2001; Zohar, 1997) went even farther and stated that leadership that serves is quantum thinking and leadership. This suggests that servant leadership in the present and the future might help a business overcome its problems and motivate its employees to be more productive. Servant leadership emphasizes the capacity of a leader to provide many sorts of support; the leadership can favorably influence the members of an organization without fear or reluctance. (Rivai) expressed that servant leadership doesn't just offer public assistance to get results; the conduct in offering support is additionally the outcome. As indicated by B. J. Q. P. Boggs (1998), servant leadership turns into a model that looks to include others in dynamic interaction dependent on morals and caring conduct, upgrades self-awareness of representatives, and simultaneously brings issues to light of working on the personal satisfaction of the association; accordingly, leadership can be trusted by their subordinates. The examination that Spears directed is built up by the exploration of (Joseph & Winston, 2005) propose that leaders are putting the solidarity and interests of followers over their own advantages; they show compassion and worry about their adherents developing the trust of their supporters. Servant leadership is focused on serving employees, clients, and society; this "service" goes past the sense of ego of leaders (Liden et al., 2008a).

B. Winston and Fields (2015) surveyed and estimated the significant behavior of servant leadership; the results suggest that SL has a relationship with performance. The study examined the influence of servant leadership on employee trust, attitudes, and performance; the findings indicate that servant leadership has a significant impact on employee performance. (Setyaningrum, Setiawan, & Surachman, 2017) considered the impact of servant leadership on employee performance; the examination discoveries show that servant leadership affects employee performance. (Murari & Gupta, 2012) investigated the impact of servant leadership on employee development; the study concludes that servant leadership influences employee performance. (Faizah, Rumengan, Yanti, & Dewi, 2021) examined the connection between servant leadership, organizational culture, and employee performance. There is a correlation between servant leadership and employee performance, according to the findings of past research. The current research concurs with a prior study's conclusion that servant leadership entails a leader's focus on subordinates/employees in order to deliver services and worries for the formation of a suitable individual for the organization in completing the assigned task effectively. The fearlessness of servant leadership enables employees to perform their duties in accordance with organizational standards. The employee has confidence in the organization and demonstrates loyalty to it. Moreover, the employee's performance must rise not only the tasks and routine work, but also the job that is not required to be performed.

The study investigates the direct link relation between the variables. Study hypothesis servant leadership positively impacts employee self-efficacy, and self-efficacy impacts employee performance. Leaders and followers ought to be related in circumstances that are not independent. Servant leadership leads individuals instead of overseeing them and influences individuals' self-efficacy decidedly. Servant leadership can lead individuals through assistance and devotion, permitting them to satisfy their latent capacity and acknowledge liability without feeling troubled. Leaders can make a positive and open authoritative culture just when they start to lead the pack in acquiring trust and empowering their individuals to take part in testing and demanding task. A leader ought to offer regulatory help and back the fundamental practices and abilities for each phase of performance of their subordinates. Likewise, a leader should embrace an advisory approach by offering subjective input instead of arithmetical evaluation of work performance to foster certainty and self-efficacy in carrying out subsequent tasks. Self-efficacy is viewed as a critical indicator of employee performance.

The result further indicates that servant leadership directly impacts personal values, particularly benevolence values. The study addresses the gap and call of P. Sun and Shang (2019) to examine the impact of leadership and values further. As a result, this research provides insight into the role of benevolent dependability as a personal value for servant leaders. The research lays the groundwork for leaders to evaluate their personal beliefs. In practice, it offers evidence that will assist leaders in processing and reflecting on their decisions, particularly for those who believe it is essential. While significance value benevolence value and employee performance show that values and performance are linked hierarchically and that employing people who "fit" may lead to improved performance because their personal beliefs are more closely aligned with the company's objectives.

The mediating relation findings showed the benevolence values mediate significantly between servant leadership and employee performance. As per Sendjaya, Sarros, and Santora (2008) research, servant leadership having the positive effect of self-transcendence are capable of ethical quality stand firm on moral principles. These servant leaders make the wisest decision instead of spotlighting external appearance. Servant leaders scoring high intend to accomplish suitable closures, urge adherents to participate in moral thinking, and upgrade equitable activity from followers. Servant leaders who score high verify that individuals comprehend the shared vision. These leaders permit employees to communicate their abilities innovatively and show others how it's done. Servant leaders who have a high changing impact give direct input regarding performance. The results of the current study suggest that benevolence values influence servant leadership in such a way that they lead, encourage, and empower followers to act and behave morally. Followers' employee performance is enhanced positively.

Lastly, The result from mediation analysis, without a doubt, indicates that self-efficacy impacts the follower the relationship between servant leadership and bank's employee performance. It is pretty an intriguing sign from the investigation results that current working employee self-efficacy impacts their performance; additionally, it's the leadership style that further impacts employee performance. Interestingly, W. R. Carter, P. L. Nesbit, R. J. Badham, S. K. Parker, and L.-K. J. T. i. j. o. h. r. m. Sung (2018), in his research study, explain that the influence of self-efficacy varied according to the type of task performance by the employee. They further explain that self-efficacy predicts employee performance compared to other variables such as

employee engagement. Self-efficacy is an essential mental mechanism in tolerating change and creative conduct. Servant leaders should regard their employee's pride and tenderly point out their errors in a way that isn't one-sided towards their sentiments. Leaders can likewise energize individuals to participate in energetic and innovative performance exercises by sharing their effective encounters and proficient information. If the leaders are courteous to the individuals and keep on coaching them in their helpful turn of events, individuals will also encounter a longing for satisfaction and self-realization. Organizations should embrace comprehensive frameworks and backing systems to guarantee that these guide mentee connections are reliably updated. It is significant to confirm the mediating impact of self-efficacy in which employees perform their work in supportive servant leaders.

5.2 Limitations and Future Recommendation

Future researchers should employ a comprehensive longitudinal design in which all variables are continuously examined during the research period. Second, all information was collected through self-reporting. However, as the variables in this study were connected to leadership perceptions, self-reports were an acceptable alternative. Thirdly, in the future, researchers should adopt more objective ways for evaluating the efficacy of their therapies. Fourthly, the present study investigated the role of kindness values as a mediator in the performance connection. Future research should investigate other mediating variables, such as social innovation, inbound/outbound open innovation, process/service innovation, and the incremental/radical innovation performance relationship. Additionally, future researchers will be able to investigate new moderators in the model, such as proactive personality and ethical organizational cultures, which will be advantageous to the profession. The study found that the majority of the sample comprised of young, highly educated individuals; however, we did not analyses or hypothesize the implications of these characteristics on our dependent variables. Numerous studies have demonstrated that demographic variables in general and age in particular influence performance. Education is also considered a significant demographic factor that determines performance in a comparable manner. As it was not the purpose of this study to investigate the effect of demographic features on our dependent variables, we accounted for them in our statistical analyses, as indicated below. Since this would be of interest, future study should examine the function of demographic parameters such as age, education, and tenure as boundary conditions in the performance of the connection. In conclusion, this study should be

replicated in developed nations and western cultures to establish whether our model's findings are generalizable to other situations and cultures.

5.3 Implication of the Study

This research is useful for managers and organizations. This study's practical contribution is to call attention to the process and boundary conditions that may be used to get practical insights for enhancing the performance of the banking industry. According to the study's findings, self-efficacy is a crucial employee performance element and a mediator between leadership and employee performance. At the time of hiring and selecting new workers, financial institutions should administer personality tests and conduct stress interviews in order to identify whether a prospective employee's level of engagement would transfer into high performance. By evaluating the level of engagement among existing employees, it is possible to establish how well banking personnel are prepared to contribute to the operation of the bank's operating company and which individuals require extra training to become more information proactive. This can be performed by bank managers through regular client feedback, informal observations, and formal surveys to measure the level of motivation among their bank personnel. The provision of ongoing coaching and mentoring programmed for new hires and junior bank workers is necessary for their development into future industry leaders. After discovering that kindness values enhance employee performance, the current study suggests that bank managers closely monitor the performance of employees in various departments or units, which would facilitate the performance-related performance link. In addition, banks should give creative training for current employees so that they may create servant leadership styles, since research has shown that this is a vital and useful resource that helps to enhance the bank's relationship with the customer. Employees in the banking industry will benefit from high levels of self-efficacy since they will be able to proactively seek for and analyse information while providing services to consumers, as well as design inventive ways to deal with the rapid and intense environmental changes. Managers should have a supportive approach, such as empowering individuals, so that employees feel safe revealing their innovative cognitions. Annual and quarterly employee performance evaluation reports must include metrics for gauging an employee's level of involvement in the workplace. Bank management may also have an impact on employee conduct. Organizations should strive to foster a culture in which individuals' contributions are valued and appreciated. Employees can contribute to the

establishment of an innovative culture by accepting ambiguity, tolerating risk-taking, and being receptive to diverse ideas and perspectives. In addition, by providing financial and non-financial incentives to employees, businesses can contribute to the development of a culture in which innovative ideas are valued and compensation

5.4 Contribution of Study

This research will assist in understanding the impact of leadership and values on the performance of the banking sector in Pakistan while focusing on the effects of the banking sector in Pakistan. Due to the fact that this research would be a beneficial addition to the banking literature, it would help top management structure their management in a systematic manner in the long term. Second, investors would be able to acquire exposure to the performance of this sector while investing in or acquiring the stocks of these publicly traded banks, so enhancing the value of their existing portfolios and boosting their returns. This would also aid management in making an informed investment decision that is in the company's best interest. As a third advantage, it would aid managers, investors, and researchers by identifying the factors that explain the performance of Pakistan's banking system, thereby broadening the limits of existing knowledge.

6 Conclusion

Servant leadership is a virtue-based style of leadership that focuses on meeting the needs of subordinates, the company, and the larger community. Staff-level research shows that banking leadership may influence employee performance, which is in line with current literature dominated by individual and group-level research. Servant leaders respect their goals to grow workers to their full potential by embracing benevolence principles to improve employees' performance opportunities. Furthermore, the positive indirect impact of self-efficacy on performance encourages workers to develop fresh ideas, which are essential for service distinction. The relationship between servant leadership and employee performance was explored and tested within the context of a model in which the unique function of personality value mediated the relationship. In addition, this study studied the hitherto undiscovered boundary conditions of an individual's self-efficacy in this paradigm. The findings of this study lend credibility to and give empirical evidence for the major mediating effects in emerging nations. As a result of this investigation, future researchers will be able to further decipher the positive effects of personality values on eventual individual and organizational outcomes. This

study's findings have implications for the literature on personality values and performance since they demonstrate how employee performance might be enhanced. The study's findings provide managers at Pakistani banks with a unique chance to harness research model ties demonstrating that servant leadership, compassion ideals, and self-efficacy boost employee performance in a bank setting.

Reference

- * Chan, S., & Mak, W.-M. (2009). Benevolent leadership, leader-member exchange (LMX), followers' performance: An extension of leadership theory in a nonprofit organization. *Unpublished manuscript*.
- Afsar, B., Shahjehan, A., & Shah, S. I. J. I. J. o. C. H. M. (2018). Frontline employees' high-performance work practices, trust in supervisor, job-embeddedness and turnover intentions in hospitality industry.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., Saks, A. M. J. J. o. O. E. P., & Performance. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach.
- Ali, F., Kim, W. G., & Ryu, K. J. I. J. o. C. H. M. (2016). The effect of physical environment on passenger delight and satisfaction: Moderating effect of national identity. *Tourism Management, 57*, 213-224.
- Alkhozaleh, A. M., & Almsafir, M. (2014). Bank specific determinants of profitability in Jordan. *Journal of Advanced Social Research, 4*(10), 01-20.
- Aman, J., Abbas, J., Mahmood, S., Nurunnabi, M., & Bano, S. (2019). The influence of Islamic religiosity on the perceived socio-cultural impact of sustainable tourism development in Pakistan: A structural equation modeling approach. *Sustainability, 11*(11), 3039.
- Amaratunga, D., Baldry, D., Sarshar, M., & Newton, R. (2002). Quantitative and qualitative research in the built environment: application of "mixed" research approach. *Work study*.
- Arthaud-Day, M. L., Rode, J. C., & Turnley, W. H. (2012). Direct and contextual effects of individual values on organizational citizenship behavior in teams. *Journal of Applied Psychology 97*(4), 792.
- Baard, S. K., Rench, T. A., & Kozlowski, S. W. (2014). Performance adaptation: A theoretical integration and review. *Journal of Management, 40*(1), 48-99.
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the academy of marketing science, 16*(1), 74-94.
- Bagozzi, R. P., Yi, Y., & Phillips, L. W. (1991). Assessing construct validity in organizational research. *Administrative science quarterly 42*1-458.
- Bandura, A. (1977). Self-efficacy: toward a unifying theory of behavioral change. *Psychological review, 84*(2), 191.
- Bandura, A. (1986). Fearful expectations and avoidant actions as coeffects of perceived self-inefficacy. *American Psychologist*.
- Bandura, A. (2001). Social cognitive theory: An agentic perspective. *Annual review of psychology, 52*(1), 1-26.
- Bandura, A. (2006). Guide for constructing self-efficacy scales. *Self-efficacy beliefs of adolescents, 5*(1), 307-337.
- Bandura, A. (2012). On the functional properties of perceived self-efficacy revisited. In: Sage Publications Sage CA: Los Angeles, CA.
- Bandura, A., & Walters, R. H. (1977). *Social learning theory* (Vol. 1): Prentice-hall Englewood Cliffs, NJ.
- Bandura, A. J. G. m. i. m. (2005). The evolution of social cognitive theory. 9-35.
- Bandura, A. J. N., NY: Freeman. (1997). Efficacy: The exercise of control.
- Banks, G. C., Gooty, J., Ross, R. L., Williams, C. E., & Harrington, N. T. J. T. L. Q. (2018). Construct redundancy in leader behaviors: A review and agenda for the future. *29*(1), 236-251.

- Bar-On, R. (2004). The Bar-On Emotional Quotient Inventory (EQ-i): Rationale, description and summary of psychometric properties.
- Barbuto Jr, J. E., Wheeler, D. W. J. G., & Management, O. (2006). Scale development and construct clarification of servant leadership. *31(3)*, 300-326.
- Bell, E., Bryman, A., & Harley, B. (2018). *Business research methods*: Oxford university press.
- Bhindi, N., & Duignan, P. (1997). Leadership for a new century: Authenticity, intentionality, spirituality and sensibility. *Educational management administration, 25(2)*, 117-132.
- Block, P. (1993). *Stewardship: Choosing service over self-interest*: Berrett-Koehler Publishers.
- Boggs, B. (1998). Insights on Leadership: Service, Stewardship, Spirit, and Servant-Leadership. *Quality Progress, 31(8)*, 145.
- Boggs, B. J. Q. P. (1998). Insights on Leadership: Service, Stewardship, Spirit, and Servant-Leadership. *31(8)*, 145.
- Bono, J. E., & Judge, T. A. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leaders. *Academy of Management Journal, 46(5)*, 554-571.
- Borgogni, L., Dello Russo, S., Petitta, L., & Vecchione, M. (2010). Predicting job satisfaction and job performance in a privatized organization. *International Public Management Journal, 13(3)*, 275-296.
- Borman, W. C., & Motowidlo, S. (1993). Expanding the criterion domain to include elements of contextual performance.
- Brief, A. P., & Motowidlo, S. J. (1986). Prosocial organizational behaviors. *Academy of management Review 11(4)*, 710-725.
- Burrell, G., & Morgan, G. (1979). *Sociological Paradigms and Organizational Analysis* Heinemann: London. In: UK.
- Burton, L. J., Peachey, J. W., & Wells, J. E. (2017). The role of servant leadership in developing an ethical climate in sport organizations. *Journal of Sport Management 31(3)*, 229-240.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology.
- Carter, W. R., Nesbit, P. L., Badham, R. J., Parker, S. K., & Sung, L.-K. (2018). The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *The international journal of human resource management 29(17)*, 2483-2502.
- Carter, W. R., Nesbit, P. L., Badham, R. J., Parker, S. K., & Sung, L.-K. J. T. i. j. o. h. r. m. (2018). The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *29(17)*, 2483-2502.
- Chan, S. C. (2014). Paternalistic leadership and employee voice: Does information sharing matter? *Human Relations, 67(6)*, 667-693.
- Chan, S. H. J., & Mai, X. J. J. o. V. B. (2015). The relation of career adaptability to satisfaction and turnover intentions. *89*, 130-139.
- Chen, Z., Lam, W., & Zhong, J. A. (2007). Leader-member exchange and member performance: a new look at individual-level negative feedback-seeking behavior and team-level empowerment climate. *Journal of Applied Psychology, 92(1)*, 202.
- Chen, Z., Zhu, J., & Zhou, M. (2015a). How does a servant leader fuel the service fire? A multilevel model of servant leadership, individual self identity, group competition climate, and customer service performance. *Journal of Applied Psychology, 100(2)*, 511.
- Chen, Z., Zhu, J., & Zhou, M. (2015b). How does a servant leader fuel the service fire? A multilevel model of servant leadership, individual self identity, group competition climate, and customer service performance. *Journal of applied psychology, 100(2)*, 511.

- Chen, Z., Zhu, J., & Zhou, M. J. J. o. A. P. (2015c). How does a servant leader fuel the service fire? A multilevel model of servant leadership, individual self identity, group competition climate, and customer service performance. *100*(2), 511.
- Chin, W. W., Peterson, S., & Brown, S. (2008a). Structural Equation Modeling in Marketing: Some Practical Reminders. . *The Journal of Marketing Theory Practice*, *16*(4), 287-298.
- Chin, W. W., Peterson, S., & Brown, S. (2008b). Structural Equation Modeling in Marketing: Some Practical Reminders. *The Journal of Marketing Theory Practice*, *16*(4), 287-298.
- Chiniara, M., & Bentein, K. (2016). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence and relatedness need satisfaction. *The Leadership Quarterly* *27*(1), 124-141.
- Chiniara, M., & Bentein, K. (2018). The servant leadership advantage: When perceiving low differentiation in leader-member relationship quality influences team cohesion, team task performance and service OCB. *The Leadership Quarterly*, *29*(2), 333-345.
- Chughtai, A. A. (2016). Servant leadership and follower outcomes: Mediating effects of organizational identification and psychological safety. *The Journal of psychology*, *150*(7), 866-880.
- Cieciuch, J., & Schwartz, S. H. (2012). The number of distinct basic values and their structure assessed by PVQ-40. *Journal of personality assessment*, *94*(3), 321-328.
- Cohen, P., West, S. G., & Aiken, L. S. (2014). *Applied multiple regression/correlation analysis for the behavioral sciences*: Psychology press.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*: Sage publications.
- Crotty, M. J. T. f. o. s. r. M., & process, p. i. t. r. (1998). Introduction: The research process. 1-17.
- de Sousa, M. J. C., & Van Dierendonck, D. (2014). Servant leadership and engagement in a merge process under high uncertainty. *Journal of Organizational Change Management*
- Dinh, J. E., Lord, R. G., Gardner, W. L., Meuser, J. D., Liden, R. C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly* *25*(1), 36-62.
- Donkor, F., Appienti, W. A., & Achiaah, E. (2021). The Impact of Transformational Leadership Style on Employee Turnover Intention in State-Owned Enterprises in Ghana. The Mediating Role of Organisational Commitment. *Public Organization Review* 1-17.
- Doran, C. J. (2009). The role of personal values in fair trade consumption. *Journal of Business Ethics*, *84*(4), 549-563.
- Dybowski, C., Sehner, S., & Harendza, S. (2017). Influence of motivation, self-efficacy and situational factors on the teaching quality of clinical educators. *BMC Medical Education* *17*(1), 1-8.
- Eva, N., Sendjaya, S., Prajogo, D., Cavanagh, A., & Robin, M. J. P. R. (2018). Creating strategic fit: Aligning servant leadership with organizational structure and strategy.
- Faizah, A., Rumengan, J., Yanti, S., & Dewi, N. P. (2021). *Influence Of Servant Leadership, Organizational Safety Culture And Work Environment On Organizational Citizenship Behavior In Application Of Patient Safety With Affective Organizational Commitment*. Paper presented at the IAIC International Conference Series.
- Feather, N. T. (1990). Bridging the gap between values and actions: Recent applications of the expectancy-value model. *Handbook of motivation and cognition: Foundations of social behavior*, *2*, 151-192.

- Feather, N. T. (1995). Values, valences, and choice: The influences of values on the perceived attractiveness and choice of alternatives. *Journal of personality and social psychology*, 68(6), 1135.
- Feltz, D. L., & Riessinger, C. A. (1990). Effects of in vivo emotive imagery and performance feedback on self-efficacy and muscular endurance. *Journal of Sport Exercise Psychology* 12(2), 132-143.
- Ferdinand, A. (2006). Metode penelitian manajemen. In: Semarang: Badan Penerbit Universitas Diponegoro.
- Forza, C. (2002). Survey research in operations management: a process-based perspective. *International journal of operations production management*
- Fu, P. P., Tsui, A. S., Liu, J., & Li, L. (2010). Pursuit of whose happiness? Executive leaders' transformational behaviors and personal values. *Administrative science quarterly*, 55(2), 222-254.
- Gallup, I. J. G. c. (2017). State of the global workplace.
- Gardner, D. G., & Pierce, J. L. (1998). Self-esteem and self-efficacy within the organizational context: An empirical examination. *Group Organization Management* 23(1), 48-70.
- Gist, M. E. (1987). Self-efficacy: Implications for organizational behavior and human resource management. *Academy of management review* 12(3), 472-485.
- Gliem, J. A., & Gliem, R. R. (2003). *Calculating, interpreting, and reporting Cronbach's alpha reliability coefficient for Likert-type scales*.
- Gong, Y., Huang, J.-C., & Farh, J.-L. (2009). Employee learning orientation, transformational leadership, and employee creativity: The mediating role of employee creative self-efficacy. *Academy of management Journal* 52(4), 765-778.
- Greenleaf, R. (1977). The servant as leader: Servant leadership. In: A Journey into the nature of legitimate power and greatness. New York
- Greenleaf, R. J. I., IN: Robert K. Greenleaf Center. (1991). The servant as leader (Rev. ed.).
- Greenleaf, R. K. (2002). *Servant leadership: A journey into the nature of legitimate power and greatness*: Paulist Press.
- Greenleaf, R. K. J. G. C. (1970). The servant as leader Indianapolis: the Robert K. 1-37.
- Hair, J. F. (2009). Multivariate data analysis.
- Hair, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., & Thiele, K. O. J. J. o. t. a. o. m. s. (2017). Mirror, mirror on the wall: a comparative evaluation of composite-based structural equation modeling methods. 45(5), 616-632.
- Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2021). *A primer on partial least squares structural equation modeling (PLS-SEM)*: Sage publications.
- Hair Jr, J. F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis* 1(2), 107-123.
- Hair Jr, J. F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European business review*.
- Hair, R., & JJ, S. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*.
- Hair, R., & JJ, S. J. E. B. R. M., & Ringle, CM (2019). When to use and how to report the results of PLS-SEM.

- Hannah, S. T., Sumanth, J. J., Lester, P., & Cavarretta, F. (2014). Debunking the false dichotomy of leadership idealism and pragmatism: Critical evaluation and support of newer genre leadership theories. *Journal of organizational behavior* 35(5), 598-621.
- Hannah, S. T., Woolfolk, R. L., & Lord, R. G. (2009). Leader self-structure: a framework for positive leadership. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational Organizational Psychology Behavior* 30(2), 269-290.
- Hare, S. (1996). The paradox of moral humility. *American Philosophical Quarterly*, 33(2), 235-241.
- Harju, L. K., Hakanen, J. J., & Schaufeli, W. B. J. J. o. V. B. (2016). Can job crafting reduce job boredom and increase work engagement? A three-year cross-lagged panel study. *95*, 11-20.
- Hassan, S., & Hatmaker, D. M. (2015). Leadership and performance of public employees: Effects of the quality and characteristics of manager-employee relationships. *Journal of Public Administration Research Theory* 25(4), 1127-1155.
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., . . . Calantone, R. J. (2014). Common beliefs and reality about PLS: Comments on Rönkkö and Evermann (2013). *Organizational research methods* 17(2), 182-209.
- Hermawati, A., & Mas, N. (2017). Mediation effect of quality of worklife, job involvement, and organizational citizenship behavior in relationship between transglobal leadership to employee performance. *International Journal of Law Management*
- Hewitt, A. J. A. C. (2011). Trends in global employee engagement.
- Hiller, N. J., Sin, H.-P., Ponnappalli, A. R., & Ozgen, S. (2019). Benevolence and authority as WEIRDly unfamiliar: A multi-language meta-analysis of paternalistic leadership behaviors from 152 studies. *The Leadership Quarterly*, 30(1), 165-184.
- Hoch, J. E., Bommer, W. H., Dulebohn, J. H., & Wu, D. (2018). Do ethical, authentic, and servant leadership explain variance above and beyond transformational leadership? A meta-analysis. *Journal of Management*, 44(2), 501-529.
- Hogg, M. A., Terry, D. J., & White, K. M. J. S. p. q. (1995). A tale of two theories: A critical comparison of identity theory with social identity theory. 255-269.
- Hu, J., & Liden, R. C. (2011). Antecedents of team potency and team effectiveness: An examination of goal and process clarity and servant leadership. *Journal of Applied Psychology*, 96(4), 851.
- Hu, L.-t., & Bentler, P. M. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. *Psychological methods*, 3(4), 424.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic management journal*, 20(2), 195-204.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic management journal*, 20(2), 195-204.
- Hunter, E. M., Neubert, M. J., Perry, S. J., Witt, L., Penney, L. M., & Weinberger, E. (2013). Servant leaders inspire servant followers: Antecedents and outcomes for employees and the organization. *The Leadership Quarterly*, 24(2), 316-331.
- Ilgén, D. R., & Pulakos, E. D. (1999). *The Changing Nature of Performance: Implications for Staffing, Motivation, and Development*. *Frontiers of Industrial and Organizational Psychology*: ERIC.
- Ivanova, T., Živković, S., & Ivanova, A. (2011). Leadership potential as a key factor in the success of managers in companies of Ulyanovsk Region. *African Journal of Business Management*, 5(33), 12754-12761.
- Jago, A. G. (1982). Leadership: Perspectives in theory and research. *Management science*, 28(3), 315-336.

- James, A. L., & James, A. J. K. C. i. C. S. (2012). Key concepts in childhood studies. 1-160.
- Javed, A. (2020). Impact of COVID-19 on Pakistan's services sector.
- Joanes, D. N., & Gill, C. A. J. J. o. t. R. S. S. S. D. (1998). Comparing measures of sample skewness and kurtosis. *47(1)*, 183-189.
- Johnson, J. W. (2001). The relative importance of task and contextual performance dimensions to supervisor judgments of overall performance. *Journal of Applied Psychology, 86(5)*, 984.
- Jundt, D. K., Shoss, M. K., & Huang, J. L. (2015). Individual adaptive performance in organizations: A review. *Journal of Organizational Behavior, 36(5)*, S53-S71.
- Kahn, W. A. J. A. o. m. j. (1990). Psychological conditions of personal engagement and disengagement at work. *33(4)*, 692-724.
- Kaiser, R. B., Hogan, R., & Craig, S. B. (2008). Leadership and the fate of organizations. *American Psychologist, 63(2)*, 96.
- Kaplan, S. (2000). Human nature and environmentally responsible behavior. *Journal of social issues, 56(3)*, 491-508.
- Kim, M., Beehr, T. A. J. J. o. L., & Studies, O. (2017). Self-efficacy and psychological ownership mediate the effects of empowering leadership on both good and bad employee behaviors. *24(4)*, 466-478.
- Kline, R. B. (2015). *Principles and practice of structural equation modeling*: Guilford publications.
- Koopmans, L., Bernaards, C., Hildebrandt, V., van Buuren, S., Van der Beek, A. J., & de Vet, H. C. (2013). Development of an individual work performance questionnaire. *International journal of productivity performance management*
- Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., de Vet Henrica, C., & van der Beek, A. J. (2011). Conceptual frameworks of individual work performance: a systematic review. *Journal of occupational environmental medicine 53(8)*, 856-866.
- Kouzes, J. M., & Posner, B. Z. (2002). *The Leadership Challenge*, 3rd Edn San Francisco. In: CA: Jossey-Bass.[Google Scholar].
- Krejcie, R. V., Morgan, D. W. J. E., & measurement, p. (1970). Determining sample size for research activities. *30(3)*, 607-610.
- Kumar, S. J. P. B. R. I. (2018). Servant leadership: A review of literature. *11(1)*, 43-50.
- Latan, H., Noonan, R., & Matthews, L. (2017). Partial least squares path modeling: basic concepts, methodological issues 3.
- Leguina, A. (2015). *A primer on partial least squares structural equation modeling (PLS-SEM)*. In: Taylor & Francis.
- LePine, J. A., Colquitt, J. A., & Erez, A. (2000). Adaptability to changing task contexts: Effects of general cognitive ability, conscientiousness, and openness to experience. *Personnel psychology, 53(3)*, 563-593.
- Levy, Y., & Ellis, T. J. J. I. S. (2006). A systems approach to conduct an effective literature review in support of information systems research. *9*.
- Lichtenthaler, P. W., Fischbach, A. J. L., & Journal, O. D. (2018). Leadership, job crafting, and employee health and performance.
- Liden, R. C., Panaccio, A., Meuser, J. D., Hu, J., & Wayne, S. J. (2014). Servant leadership: Antecedents, processes, and outcomes.
- Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal 57(5)*, 1434-1452.

- Liden, R. C., Wayne, S. J., Meuser, J. D., Hu, J., Wu, J., & Liao, C. (2015). Servant leadership: Validation of a short form of the SL-28. *The Leadership Quarterly*, 26(2), 254-269.
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008a). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The leadership quarterly* 19(2), 161-177.
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008b). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161-177.
- Martin, S. R. (2016). Stories about values and valuable stories: A field experiment of the power of narratives to shape newcomers' actions. *Academy of Management Journal* 59(5), 1707-1724.
- Martinko, M. J., Mackey, J. D., Moss, S. E., Harvey, P., McAllister, C. P., & Brees, J. R. (2018). An exploration of the role of subordinate affect in leader evaluations. *Journal of Applied Psychology* 103(7), 738.
- Maxwell, J. C. (2007). *The 21 indispensable qualities of a leader: Becoming the person others will want to follow*: HarperCollins Leadership.
- Mayer, D. M., Bardes, M., & Piccolo, R. F. (2008). Do servant-leaders help satisfy follower needs? An organizational justice perspective. *European Journal of Work Organizational Psychology* 17(2), 180-197.
- McKee, I. R., & Feather, N. T. (2008). Revenge, retribution, and values: Social attitudes and punitive sentencing. *Social Justice Research*, 21(2), 138.
- McNeish, D. (2018). Thanks coefficient alpha, we'll take it from here. *Psychological methods* 23(3), 412.
- Motowidlo, S. J., & Schmit, M. J. J. P., The changing nature of performance. (1999). Performance assessment in unique jobs. 56-86.
- Motowidlo, S. J., & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied psychology* 79(4), 475.
- Moynihan, D. P., Pandey, S. K., & Wright, B. E. (2012). Setting the table: How transformational leadership fosters performance information use. *Journal of Public Administration Research Theory* 22(1), 143-164.
- Murari, K., & Gupta, K. S. (2012). Impact of servant leadership on employee empowerment. *Journal of Strategic Human Resource Management* 1(1), 28.
- Myers, M. D., & Avison, D. (2002). *Qualitative research in information systems: a reader*: Sage.
- Myyrya, L., Juujärvi, S., & Pessa, K. (2010). Empathy, perspective taking and personal values as predictors of moral schemas. *Journal of Moral Education*, 39(2), 213-233.
- Neubert, M. J., Kacmar, K. M., Carlson, D. S., Chonko, L. B., & Roberts, J. A. (2008). Regulatory focus as a mediator of the influence of initiating structure and servant leadership on employee behavior. *Journal of applied psychology* 93(6), 1220.
- Nitzl, C. (2016). The use of partial least squares structural equation modelling (PLS-SEM) in management accounting research: Directions for future theory development. *Journal of Accounting Literature* 37, 19-35.
- Nunnally, J. C. (1994). *Psychometric theory 3E*: Tata McGraw-hill education.

- Orlikowski, W. J., & Baroudi, J. J. J. I. s. r. (1991). Studying information technology in organizations: Research approaches and assumptions. *2(1)*, 1-28.
- Ozsahin, M., & Sudak, M. K. (2015). The mediating role of leadership styles on the organizational citizenship behavior and innovativeness relationship. *Journal of Business Economics Finance* 4(3).
- Paarlberg, L. E., & Lavigna, B. (2010). Transformational leadership and public service motivation: Driving individual and organizational performance. *Public administration review* 70(5), 710-718.
- Pakpahan, M., & Hardianawati, S. (2021). *Servant Leadership and Performance Employee: The Mediating Effect of Organizational Commitment*. Paper presented at the International Conference on Engineering, Technology and Social Science (ICONETOS 2020).
- Pandey, J. (2019). Factors affecting job performance: an integrative review of literature. *Management Research Review*.
- Patterson, K. A. (2003). *Servant leadership: A theoretical model*: Regent University.
- Payne, S. C., Youngcourt, S. S., & Beaubien, J. M. (2007). A meta-analytic examination of the goal orientation nomological net. *Journal of applied psychology* 92(1), 128.
- Pellegrini, E. K., & Scandura, T. A. (2008). " Paternalistic leadership: A review and agenda for future research": Erratum.
- Peng, J., Jien, J.-J., & Lin, J. (2016). Antecedents and consequences of psychological contract breach. *Journal of Managerial Psychology*.
- Petter, S., Straub, D., & Rai, A. (2007). Specifying formative constructs in information systems research. *MIS quarterly*, 623-656.
- Pham-Thai, N. T., McMurray, A. J., Muenjohn, N., & Muchiri, M. (2018). Job engagement in higher education. *Personnel Review*.
- Poon, R. (2006). *A model for servant leadership, self-efficacy and mentorship*. Paper presented at the Proceedings of the 2006 Servant Leadership Research Roundtable.
- Pradhan, R. K., & Jena, L. K. (2017). Employee performance at workplace: Conceptual model and empirical validation. *Business Perspectives and Research*, 5(1), 69-85.
- Qiu, S., Dooley, L. M., & Xie, L. (2020). How servant leadership and self-efficacy interact to affect service quality in the hospitality industry: A polynomial regression with response surface analysis. *Tourism Management* 78, 104051.
- Ribeiro, N., Gomes, D., & Kurian, S. (2018). Authentic leadership and performance: the mediating role of employees' affective commitment. *Social Responsibility Journal*
- Rich, B. L., Lepine, J. A., & Crawford, E. R. J. A. o. m. j. (2010). Job engagement: Antecedents and effects on job performance. *53(3)*, 617-635.
- Ringle, C. M., & Sarstedt, M. (2016). Gain more insight from your PLS-SEM results: The importance-performance map analysis. *Industrial management data systems*
- Rioux, S. M., & Penner, L. A. (2001). The causes of organizational citizenship behavior: a motivational analysis. *Journal of applied Psychology* 86(6), 1306.
- Rivai, A. *Personnel Performance Analysis: Leadership, Work Discipline and Organizational Commitment (A study of KODAM Transportation Unit Personnel I/Bukit Barisan)*.
- Rivkin, W., Diestel, S., & Schmidt, K.-H. (2014). The positive relationship between servant leadership and employees' psychological health: A multi-method approach. *German Journal of Human Resource Management* 28(1-2), 52-72.

- Rodríguez-Entrena, M., Schuberth, F., & Gelhard, C. (2018). Assessing statistical differences between parameters estimates in Partial Least Squares path modeling. *Quality quantity* 52(1), 57-69.
- Rudnev, M. (2011). *The Constraints and opportunities of 10 Schwartz value items in World Values Survey*. Paper presented at the 4th Conference of the European Survey Research Association, Lausanne.
- Rurkkhum, S., & Bartlett, K. R. J. H. R. D. I. (2012). The relationship between employee engagement and organizational citizenship behaviour in Thailand. *15(2)*, 157-174.
- Russell, R. F. (2001). The role of values in servant leadership. *Leadership Organization Development Journal*
- Russell, R. F., & Stone, A. G. (2002). A review of servant leadership attributes: Developing a practical model. *Leadership Organization Development Journal*
- Sankar, Y. (2003). Character not charisma is the critical measure of leadership excellence. *Journal of Leadership Organizational Studies* 9(4), 45-55.
- Sarstedt, M., Hair Jr, J. F., Cheah, J.-H., Becker, J.-M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal* 27(3), 197-211.
- Saunders, M., Lewis, P., & Thornhill, A. J. B. S. t. e. P. E. L., England. (2007). Research methods.
- Schafer, J. L., & Graham, J. W. J. P. m. (2002). Missing data: our view of the state of the art. *7(2)*, 147.
- Schaubroeck, J., Lam, S. S., & Peng, A. C. (2011). Cognition-based and affect-based trust as mediators of leader behavior influences on team performance. *Journal of applied psychology* 96(4), 863.
- Schwartz, S. H. (2012). An overview of the Schwartz theory of basic values. *Online readings in Psychology and Culture*, 2(1), 2307-0919.1116.
- Schwartz, S. H. (2012). An overview of the Schwartz theory of basic values. *Online readings in Psychology Culture* 2(1), 2307-0919.1116.
- Schwartz, S. H., & Rubel-Lifschitz, T. (2009). Cross-national variation in the size of sex differences in values: Effects of gender equality. *Journal of personality and social psychology*, 97(1), 171.
- Schwartz, S. H., & Sagiv, L. (1995). Identifying culture-specifics in the content and structure of values. *Journal of cross-cultural psychology*, 26(1), 92-116.
- Sendjaya, S. (2016). *Personal and organizational excellence through servant leadership*: Springer.
- Sendjaya, S., Sarros, J. C., & Santora, J. C. (2008). Defining and measuring servant leadership behaviour in organizations. *Journal of Management studies* 45(2), 402-424.
- Setyaningrum, R. P., Setiawan, M., & Irawanto, D. W. (2020). Servant Leadership Characteristics, Organisational Commitment, Followers' Trust, Employees' Performance Outcomes: A Literature Review. *European Research Studies* 23(4), 902-911.
- Setyaningrum, R. P., Setiawan, M., & Surachman, S. (2017). Organizational commitments are mediation of relationships Between servant leadership and employee performance. *Jurnal Aplikasi Manajemen* 15(4), 693-701.
- Setyaningrum, R. P., Setiawan, M., Surachman, S., & Irawanto, D. W. (2017). Employees performance; leadership, organizational commitment and trust. *International Journal of Economic Perspectives* 11(2), 281-288.

- Shaffer, J. A., DeGeest, D., & Li, A. (2016). Tackling the problem of construct proliferation: A guide to assessing the discriminant validity of conceptually related constructs. *Organizational Research Methods* 19(1), 80-110.
- Shamir, B., House, R. J., & Arthur, M. B. (1993). The motivational effects of charismatic leadership: A self-concept based theory. *Organization science* 4(4), 577-594.
- Shiau, W.-L., Sarstedt, M., & Hair, J. F. (2019). Internet research using partial least squares structural equation modeling (PLS-SEM). *Internet Research*
- Shuck, B., Ghosh, R., Zigarmi, D., & Nimon, K. J. H. R. D. R. (2013). The jingle jangle of employee engagement: Further exploration of the emerging construct and implications for workplace learning and performance. 12(1), 11-35.
- Shukla, A., & Rai, H. (2015). Linking perceived organizational support to organizational trust and commitment: Moderating role of psychological capital. *Global Business Review*, 16(6), 981-996.
- Specht, J., Kuonath, A., Pachler, D., & Frey, D. (2016). *How daily and general servant leadership affects self-efficacy, optimism and task performance*. Paper presented at the Academy of Management Proceedings.
- Spencer, B. A. (1994). Models of organization and total quality management: a comparison and critical evaluation. *Academy of management review*, 19(3), 446-471.
- Stajkovic, A. D., Bandura, A., Locke, E. A., Lee, D., & Sergent, K. (2018). Test of three conceptual models of influence of the big five personality traits and self-efficacy on academic performance: A meta-analytic path-analysis. *Personality individual differences* 120, 238-245.
- Steinmetz, H., Schmidt, P., Tina-Booh, A., Wieczorek, S., & Schwartz, S. H. (2009). Testing measurement invariance using multigroup CFA: Differences between educational groups in human values measurement. *Quality & Quantity*, 43(4), 599.
- Steinmetz, H., Schmidt, P., Tina-Booh, A., Wieczorek, S., & Schwartz, S. H. (2009). Testing measurement invariance using multigroup CFA: Differences between educational groups in human values measurement. *Quality Quantity*, 43(4), 599-616.
- Stone, A. G., Russell, R. F., & Patterson, K. (2004). Transformational versus servant leadership: A difference in leader focus. *Leadership Organization Development Journal*
- Sun, H., Teh, P.-L., Ho, K., & Lin, B. (2017). Team diversity, learning, and innovation: A mediation model. *Journal of Computer Information Systems* 57(1), 22-30.
- Sun, P., & Shang, S. (2019). Personality traits and personal values of servant leaders. *Leadership Organization Development Journal*
- Tabachnick, B. G., & Fidell, L. S. (2007). *Experimental designs using ANOVA*: Thomson/Brooks/Cole Belmont, CA.
- Tajfel, H. E. (1978). *Differentiation between social groups: Studies in the social psychology of intergroup relations*: Academic Press.
- Tam, C., & Oliveira, T. (2017). Literature review of mobile banking and individual performance. *International Journal of Bank Marketing*

- Tash, M. S., Ali, E., & Ahmadzadeh, M. (2016). The Effects of Talent Management on Employees Performance in Oil Jam Petrochemical Complex (Oil JPC): The Mediating Role of Job Satisfaction. *International Journal of Economics Finance* 8(6), 1-5.
- Tufail, M. S., Ullah, M. I., Ashgar, W., & Sattar, T. (2019). The Impact of Life Values on Employee Performance: An Analysis of Public Sector Organizations in Pakistan. *Paradigms* 13(2), 114-121.
- Usher, E. L., & Pajares, F. (2009). Sources of self-efficacy in mathematics: A validation study. *Contemporary educational psychology* 34(1), 89-101.
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of management* 37(4), 1228-1261.
- Van Dierendonck, D., Nuijten, I., & Heeren, I. (2009). Servant leadership, key to follower well-being. *Power interdependence in organizations* 319-337.
- Van Dierendonck, D., Stam, D., Boersma, P., De Windt, N., & Alkema, J. (2014). Same difference? Exploring the differential mechanisms linking servant leadership and transformational leadership to follower outcomes. *The Leadership Quarterly*, 25(3), 544-562.
- Van Wart, M. (2013). Lessons from leadership theory and the contemporary challenges of leaders. *Public Administration Review* 73(4), 553-565.
- Viswesvaran, C. (2002). Assessment of individual job performance: A review of the past century and a look ahead.
- Walumbwa, F. O., & Hartnell, C. A. (2011). Understanding transformational leadership–employee performance links: The role of relational identification and self-efficacy. *Journal of occupational organizational psychology* 84(1), 153-172.
- Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010a). Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: a cross-level investigation. *Journal of applied psychology* 95(3), 517.
- Walumbwa, F. O., Hartnell, C. A., & Oke, A. (2010b). Servant leadership, procedural justice climate, service climate, employee attitudes, and organizational citizenship behavior: a cross-level investigation. *Journal of applied psychology* 95(3), 517.
- Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance: The roles of leader–member exchange, self-efficacy, and organizational identification. *Organizational behavior human decision processes* 115(2), 204-213.
- Walumbwa, F. O., & Schaubroeck, J. (2009). Leader personality traits and employee voice behavior: mediating roles of ethical leadership and work group psychological safety. *Journal of applied psychology* 94(5), 1275.
- Wang, A. C., & Cheng, B. S. (2010). When does benevolent leadership lead to creativity? The moderating role of creative role identity and job autonomy. *Journal of organizational behavior* 31(1), 106-121.
- Watson, T. J. G. w. s. (2012). Engagement at risk: Driving strong performance in a volatile global environment. 5-1.

- Wayne, S. J., Shore, L. M., & Liden, R. C. (1997). Perceived organizational support and leader-member exchange: A social exchange perspective. *Academy of Management Journal* 40(1), 82-111.
- Winston, B., & Fields, D. (2015). Seeking and measuring the essential behaviors of servant leadership. *Leadership Organization Development Journal*
- Winston, B. E. (2002). Be A Leader for God's Sake--From values.
- Wright, B. E., & Pandey, S. K. (2010). Transformational leadership in the public sector: Does structure matter? *Journal of public administration research theory* 20(1), 75-89.
- Wright, W. C. (2013). *Mentoring: The promise of relational leadership*: Wipf and Stock Publishers.
- Yagil, D., & Oren, R. (2021). Servant Leadership, Engagement, and Employee Outcomes: The Moderating Roles of Proactivity and Job Autonomy. *Journal of Work Organizational Psychology* 37(1), 58-67.
- Yoshida, D. T., Sendjaya, S., Hirst, G., & Cooper, B. (2014). Does servant leadership foster creativity and innovation? A multi-level mediation study of identification and prototypicality. *Journal of Business Research* 67(7), 1395-1404.
- Yusuf, M. (2011). The impact of self-efficacy, achievement motivation, and self-regulated learning strategies on students' academic achievement. *Procedia-Social Behavioral Sciences* 15, 2623-2626.
- Zahra, T. T., Ahmad, H. M., & Waheed, A. (2017). Impact of Ethical Leadership on Innovative Work Behavior: Mediating Role of Self-Efficacy. *Journal of Behavioural Sciences* 27(1).
- Zainal, V. R. (2004). *Manajemen Sumber Daya Manusia Perusahaan dari Teori ke Praktik*. Jakarta: Raja Grafindo Persada
- Zait, A., & Berteau, P. (2011). Methods for testing discriminant validity. *Management Marketing Journal* 9(2), 217-224.
- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of management journal* 53(1), 107-128.
- Zhang, Y., Huai, M.-y., & Xie, Y.-h. (2015). Paternalistic leadership and employee voice in China: A dual process model. *The Leadership Quarterly* 26(1), 25-36.
- Zhou, J., & George, J. M. (2003). Awakening employee creativity: The role of leader emotional intelligence. *The leadership quarterly* 14(4-5), 545-568.
- Zohar, D. (1997). *Rewiring the corporate brain: Using the new science to rethink how we structure and lead organizations*: Berrett-Koehler Publishers.

Appendix

Appendix 1

ITEMS
I am exceedingly passionate about my work.
My colleagues believe I am a high performer in my organization.
I am capable of handling my assignments without much supervision.
I use to complete my assignments on time.
I use to maintain high standard of work.
I know I can handle multiple assignments for achieving organizational goals.
I used to perform well to mobilize collective intelligence for effective teamwork.
I can effectively handle my work team in the face of change.
I could manage change in my job very well whenever the situation demands.
I always believe that mutual understanding can lead to a viable solution in organization.
I use to lose my temper when faced with criticism from my team members.
I am extraordinarily comfortable with job flexibility
I use to cope well with organizational changes from time to time.
I use to extend help to my co-workers when asked or needed.
I adore to handle extra responsibilities.
I extend my sympathy and empathy to my co-workers when they are in trouble.
I actively participate in group discussions and work meetings.
I use to praise my co-workers for their good work
I derive a lot of satisfaction nurturing others in organization.
I use to share knowledge and ideas among my team members.
I use to maintain good coordination among fellow workers.
I use to guide new colleagues beyond my job purview.
In my work I am confident I can Solve all the conflicts that may occur with my colleagues.
In my work I am confident I can Keep in a good mood, even in tense situations.
In my work I am confident I can Defend my rights when treated unfairly.
In my work I am confident I can Earn the esteem of all my colleagues.
In my work I am confident I can Remain calm in very stressful situations.
In my work I am confident I can Overcome all frustrations related to my failures.

In my work I am confident I can Recover quickly after a period of intense activity.
My leader puts my best interests ahead of his/her own.
My leader gives me the freedom to handle difficult situations in the way that I feel is best.
My leader would NOT compromise ethical principles in order to achieve success.
It is important to him to be loyal to those who are close to him.
He goes out of his way to be a dependable and trustworthy friend.
He wants those he spends time with to be able to rely on him completely.
It's very important to him to help the people dear to him.
Caring for the well-being of people he is close to is important to him.
He tries always to be responsive to the needs of his family and friends.

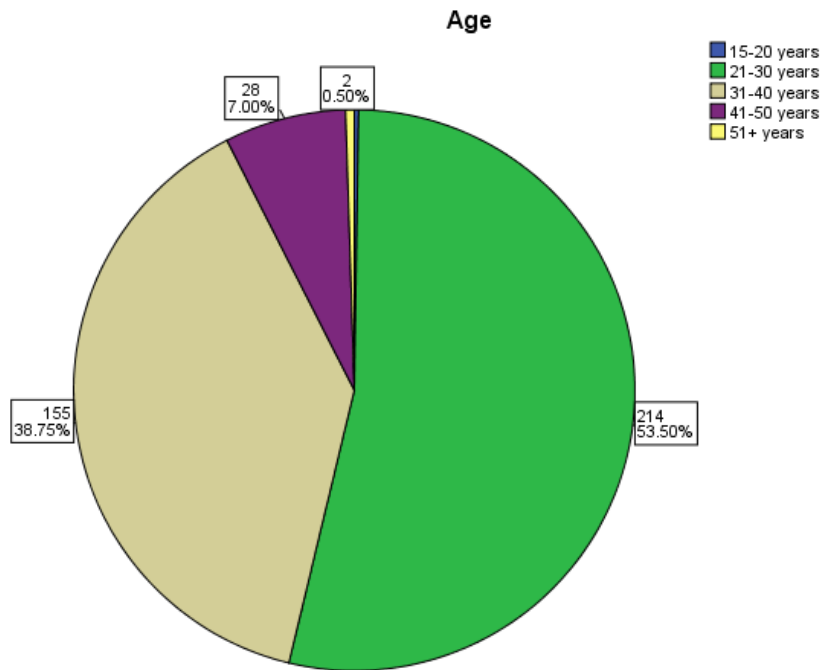
Appendix 2

Demographic Characteristics	Frequency	Percentage
Age		
15-20 years	1	.3
21-30 years	214	53.5
31-40 years	155	38.8
41-50 years	28	7.0
51+ years	2	.5
Total	400	100.0
Gender		
Male	251	62.7
female	149	37.3
Total	400	100.0
Marital status		
single	158	39.5
Married	241	60.3
Other	1	.3
Total	400	100.0
Education		
Bachelors (14 years)	90	22.5
Bachelors/Masters (16 years)	194	48.5
Masters (18 years)	113	28.2
PHD (18+ years)	3	.8
Total	400	100.0
Overall Working Experience		
1-10 years	177	44.3
11-20 years	131	32.8
21-30 years	54	13.5
31-40 years	38	9.5
Total	400	100.0
Current Employed Years		
1-10 years	206	51.5
11-20 years	102	25.5
21-30 years	54	13.5
31-40 years	38	9.5
Total	400	100.0

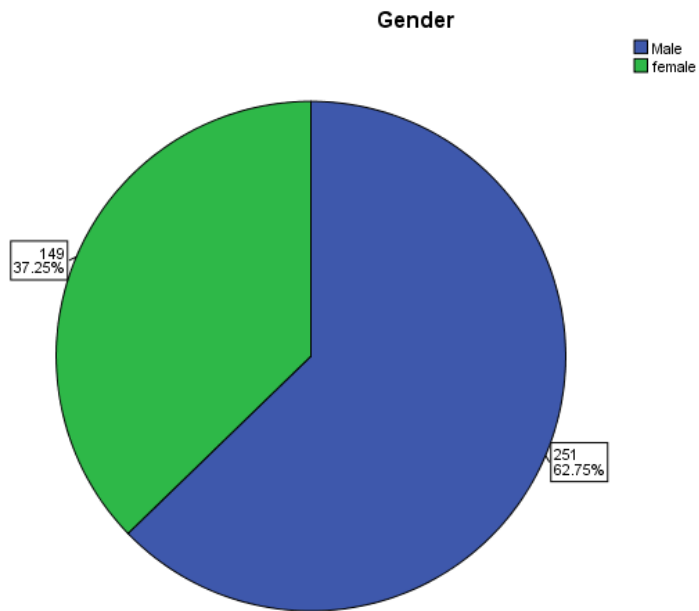
Organization		
Summit Bank Limited	3	.8
Al Baraka Bank	7	1.8
Allied Bank	51	12.8
Askari Bank	40	10.0
Bank Al Habib	9	2.3
Bank Alfalah	71	17.8
Bank of Punjab	12	3.0
Faysal Bank	34	8.5
Habib Bank Limited	36	9.0
Habib Metro Bank	10	2.5
JSBL	13	3.3
Meezan bank	13	3.3
Muslim Commercial Bank	43	10.8
Samba Bank	10	2.5
Soneri bank	3	.8
United Bank Limited	45	11.3
Total	400	100.0
Position		
Teller	1	.3
Assistant Manager	10	2.5
Banking Officer	3	.8
Banking services	2	.5
Banking Services Corporation	5	1.3
Branch Coordinator	2	.5
Branch Service Manager	1	.3
Branch Service Officers	25	6.3
Branch services	1	.3
Branch Services Manager	1	.3
Branch Services Officers	1	.3
Business Development Officer	18	4.5
Business Strategy Spread	1	.3
Business development	1	.3
center services manager	1	.3
Credit Manager	3	.8
Cluster Manager	3	.8
Compliance Officer	2	.5
Corporate Social Responsibility	9	2.0
Credit officer	3	.8
Customer Service Manage	9	2.3
Customer Service Manager	4	1.0
Customer Service Officer	28	7.0
Development officer	5	1.3
Foreclosure charges	2	.5
General Banking Officer	18	4.5
in charge	1	.3
In charge Banking	5	1.3
Insurance Consultant	6	1.5
IT Officer	23	5.8
Locker Custodian	1	.3
Operation	5	1.3
Operation Manager	10	2.5
Operation Officer	7	1.8
Operations	2	.5
Personal Banker Officer	4	1.0
Personal Banking Officer	9	2.3
Processing Officer	1	.3
Regional sales manager	1	.3
Relationship Manager	45	11.3

Relationship Officer	14	3.5
Retail Officers	1	.3
Revenue Expenditure	2	.5
Reverse Takeover	3	.8
Sales Officer	4	1.0
Senior teller	1	.3
Service Ambassador	3	.8
Services Officer	12	3.0
Services Supervisor	1	.3
Team Manager	5	1.3
Tele Operator	1	.3
Teller	64	16.0
Teller Services Officer	6	1.5
Trade Officer	4	1.0
Total	400	100.0

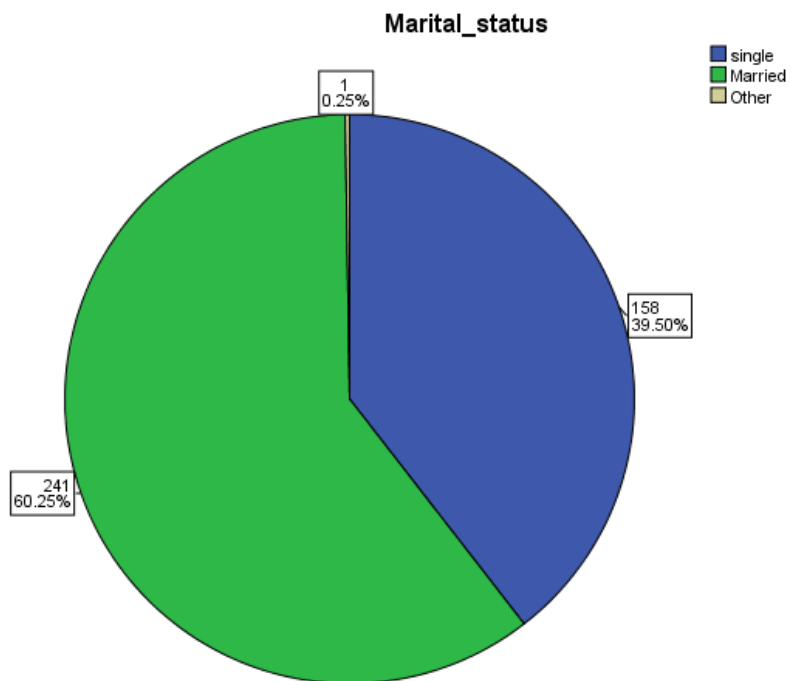
Appendix 3



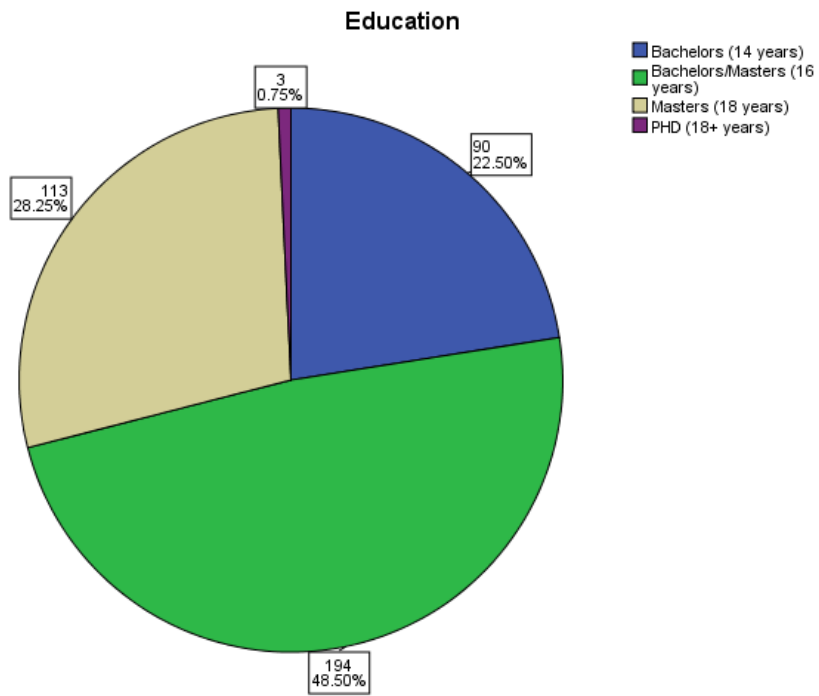
Appendix 4



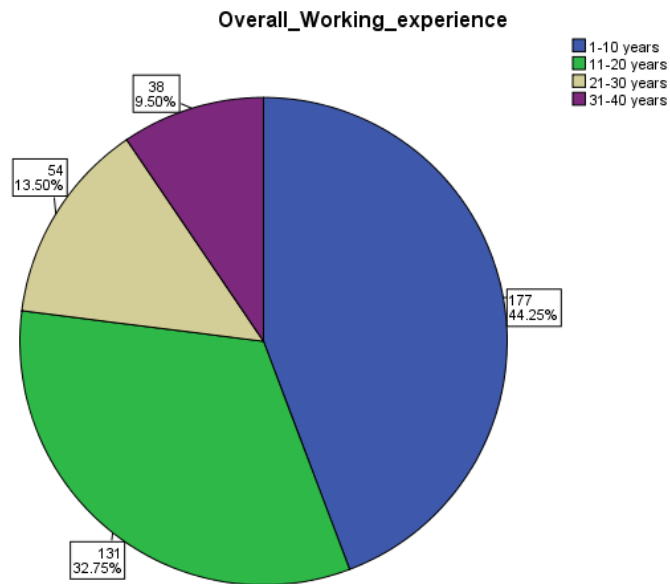
Appendix 5



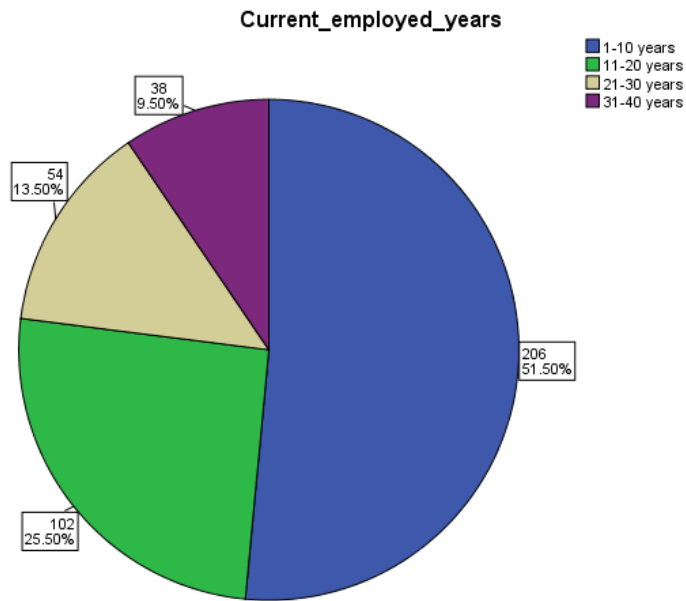
Appendix 6



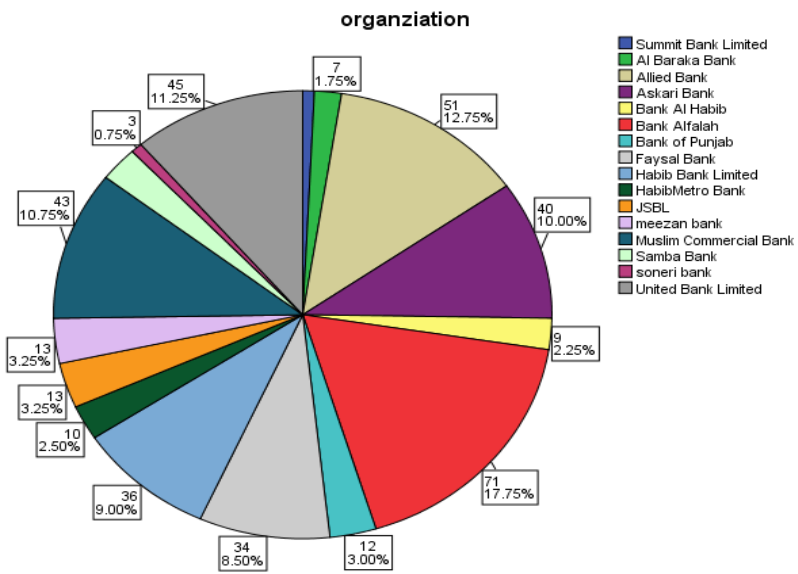
Appendix 7



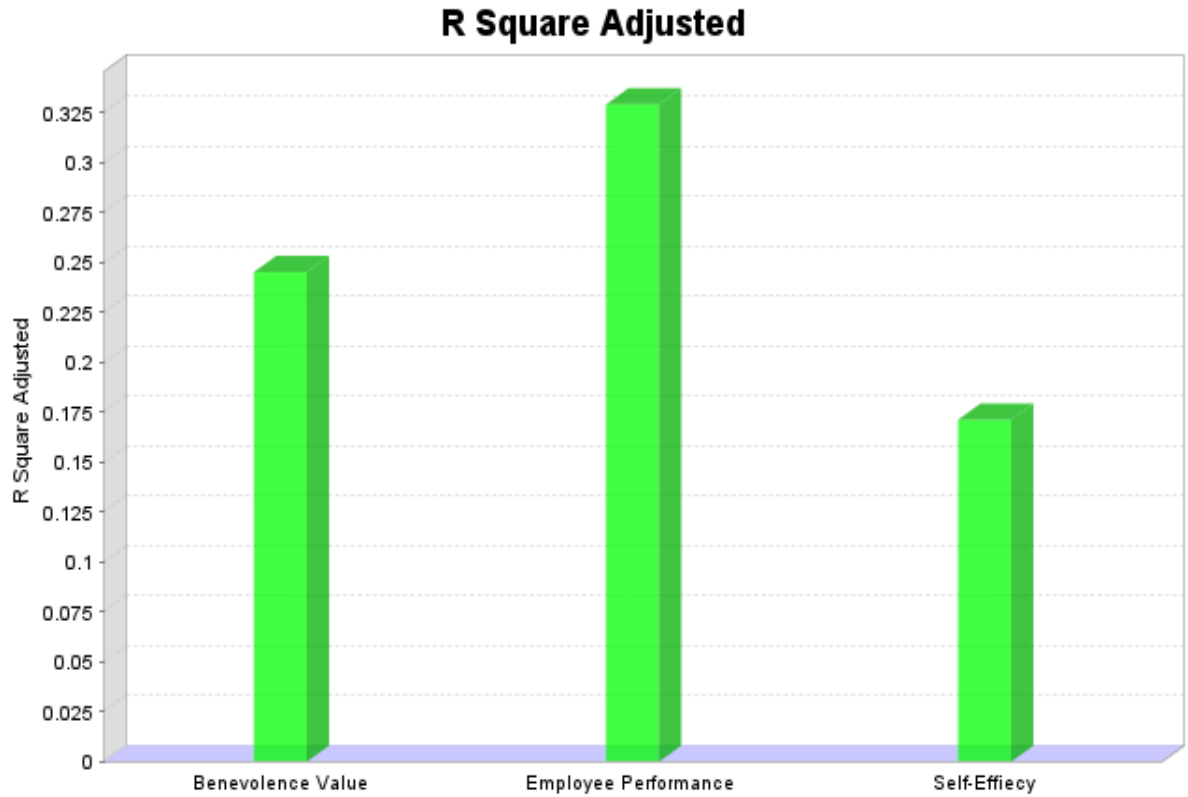
Appendix 8



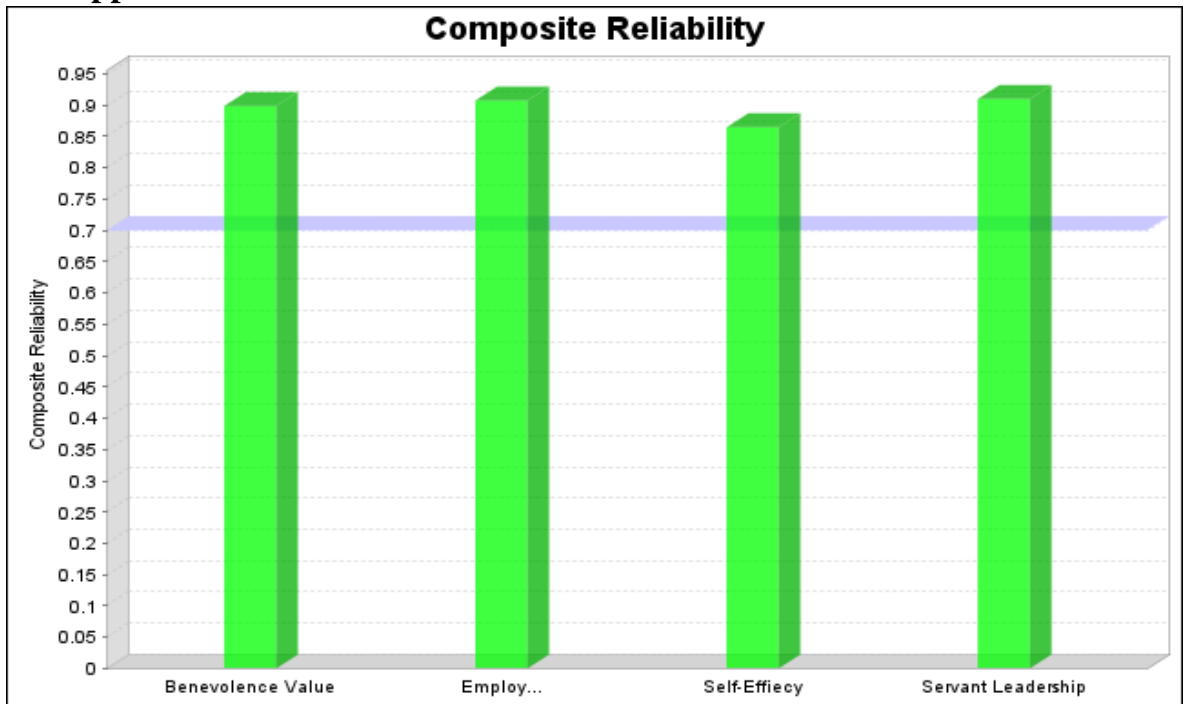
Appendix 9



Appendix 12



Appendix 13



Appendix 14

